

Evaluating the Effect of Corporate Social Responsibility on Social Security Organization Pensioners' Satisfaction

Shabnam Ebrahimi Kolandarag

M.A. Change Management, Department of Management, Payam Noor University, Tehran, Iran

Amirhossein Amirkhani

Associate Professor, Department of Management, Payam Noor University, Tehran, Iran
(corresponding Author)

Abstract

This study aimed to investigate the role of corporate social responsibility on social security organization pensioners' satisfaction. All pensioners of social security organization were selected as the research population that using Cochran's sampling method 384 samples were selected that after the distribution of 450 questionnaires, 420 questionnaires were completed. This study is conducted by descriptive correlation method and the data collection was done by questionnaire. To evaluate the research variables the questionnaire with Likert scale was used to measure the variables. The validity is confirmed by the experts and the reliability is approved by Cronbach's alpha of 0.813. For fitting the model the path analysis and to analyze the condition of research hypotheses the structural modeling were used. The results show that the variables corporate social responsibility (legal social responsibility, ethical social responsibility, voluntary social responsibility and economic social responsibility) affects social security organization pensioners' satisfaction. However, the effect of ethical social responsibility on pensioners' satisfaction has been more than the other variables.

Keywords: responsibility, corporate social responsibility, pensioners' satisfaction, social security organization.

Introduction

The current world changes happen so profound, rapid and extensive which affect all aspects of the individuals' social life. This effect causes the changing environment, which is also associated with complex components, to demand new responses. In the meantime corporate social responsibility provides the methods that the organizations could implement them in their business environment and they are responsive to the social, business, legal, organizational and individual expectations (Jones et al., 2014) because the organizations have great responsibilities in social, economic and environmental areas against their employees, shareholders, customers, the government, providers and their beneficiaries. Thus this issue has a significant effect on the self-esteem, motivation and positive emotions of the staff (Valentine & Fleischman, 2008).

The thing to be noted here is that the governmental and non-governmental organizations to meet the social health needs of the community as a basic social skill should form a system to be able to provide services in the organizational and human resource fields; this necessary action in addition to the organizational care and public services should consider the attempt in line with employee's personal care, and provide public satisfaction in line with the organizational promotion in the social, economic and public satisfaction (Jones et al., 2014). Furthermore the peace efforts and the need for programs within the organization and between the systems is in the corporate and individual social responsibility to optimize satisfaction is among the obvious and fundamental points that should be considered along with social policies at the organizational level, accordingly the effect of social responsibility is revealed in any aspect of sustainable parameters in improving the satisfaction of the population (Singhapakdi, 2010). Since organizations based on the needs of the community and as strong phenomena have positive and negative impacts on the society and institutions, it is necessary to observe the impact of their decisions and actions on the community and observe the ethical issues. Organizations as the intermediate rings between the individual and society are considered as important and fundamental components of the today's human community and to survive and continue their activity require the society and its people; accordingly the pioneer organizations have seriously considered the attention to the production of products and providing new services in their research and development activities (Mattila & Hanks, 2012). Based on the concept of social responsibility since the organizations are considered as a part of the community as persons and such as other members of the community is responsible about their environment, it is necessary that in addition to improve their economic and social performance, consider improving the living standard of the people in the community (Karmis and Leonidou, 2013). Also organizations should achieve social responsiveness against the beneficiaries, and other community members, respond the community concerns about the environment and care about social humanitarian and affairs and develop the social responsibility policies based on their organizational culture (Story & Neves, 2015). Despite the obviousness of the fact that the settlement of social responsibility in the organizations is based on the standard guidelines and action plan, so far limited actions are performed to recognize the ways to design social responsibility in the organizational structure and the reflection of the values and norms in the organization (Aluchna, 2010). Thus in the

complementary studies the researchers attempted to discuss the concepts related to social responsibility and discuss its applications in the organizations.

Accordingly, addressing the issue of social responsibility is not only fruitful for industrial and commercial organizations but also for service provider organizations and helps to the establishment of a committed society. Therefore the aim of this study is to address the level of corporate social responsibility on the social security organization pensioners' satisfaction. In this study the aspects of corporate social responsibility and pensioners' satisfaction are discussed.

Literature review

Social responsibility

Barney and Griffin (2002) have defined social responsibility as follows: "social responsibility is the set of tasks that organizations must do to protect and assist the community in which they operate". Also social responsibility is among the commitments of Kettero and Mcdouglas that in addition to maintain and expand the interests of the organization, it is done towards the public welfare. Stewart and Salmon (1997) define social responsibility as follows: a method of management according to which the organizations perform activities that have a positive effect on society and promoting public goods. In fact, Stewart and salmon demanded the removal of the negative impacts of the organization on the society and attempted to change in the attitudes and behaviors of the consumers (Jones et al., 2014). In 2002, BILT in India adopted social responsibility policies in such a way that according to them the shareholders' approach on the social responsibility was emphasized. This policy clearly determined the stakeholders' commitment to be responsible in business practices to create profitable and positive effects for society and the rest of the stakeholders. The stakeholders include employees, customers, distributors, suppliers, contractors and so on. In this case, they argue that there are advanced models for describing how companies and organizations are connected with the community, which responsibilities are assumed by them and what are their social expectations (Karmis & Leonidou, 2013). The Indian companies consider social responsibility as a tool for enhancing long-term shareholder value to contribute for national convergence, wealth preservation and social value for coalitions and strategic investments to link the human resources with commercial interests and its significant and proper identification. These companies insist of the trade ethical behaviors, transparency in administrative affairs and adherence to the law (Story & Neves, 2015).

Social responsibility creates principles that lead to the value system, and include: (Karimaet al., 2006)

1. Good emotional factor about the company that is a factor for the attachment of the organization's professional staff to the organization;
2. The detection of the consumer expectations of the company by social conscience;
3. Increasing shareholders' expectations that their companies are sensitive to meet the needs of the community;

4. Social projects are tools by which the company shares widely shared values in society (Karmis & Leonidou, 2013).

Accepting the role of social responsibility in the organizations leads to the creation of ethical obligations and as the result of the cooperation and creating the ethical values are created among the employees of that organization and this finally leads to the production of the product with better quality and higher profit. The role of social responsibility in marketing is significant and today the commercial companies and brands in the world require linking social marketing with their own marketing strategies and thus they look to provide a relative fixed position in the global markets through the social responsibility that is accepted by everyone (Lima, 2011).

Theoretical perspectives on social responsibility

Managers provide different perspectives in terms of accepting and performing their social responsibilities and present reasons for its acceptance or rejection. Reasons for agreement on the corporate social responsibility (CSM) originate from the potential benefits achieved by the organization and community (Story & Neves, 2015). One of these reasons is that the social responsibility makes the organization to achieve its interests in the long term; on the other hand the social advantages cause the government to have less intervention with the issues that is for the benefit of the organization in the long term. The main reasons for agreement on the participation and social responsibilities include: (Victoria, 2014).

1. Ethical obligation
2. Better social environment
3. Prevention of the spread of government regulations
4. Systematic interdependencies
5. Help in solving social problems
6. Improved public image
7. Drawing valuable resources of the organizations

Reasons for opposing corporate social responsibilities are as follows:

1. The need for maximum profit;
2. The multiplicity of objectives;
3. Social participation fee;
4. Undermined balance of international payments;
5. Lack of social skills;
6. Lack of accountability;
7. Disability of the organizations in the selection of ethical choices

Creating values through social responsibility

Organizations' atmosphere is rapidly changing due to the current trends it is intensified towards the international trademarks and multinational organizations with global supply chains. Many organizations are becoming increasingly aware of the economic value of social responsibility and

with its integration as a strategic investment with the main business strategy and management operations, they can have a positive impact on society and the environment and strengthen their reputation. By following this method not only they produce profit for today but also stabilize their future position (Karmis & Leonidou, 2013).

Corporate social responsibility

The term that is used more than any other term along with business ethics is corporate social responsibility as if its observance by the organization means the ethicality of the organization and its lack of observance means the unethicity of an organization. Most of modern organizations have not accepted the suggestions of these liberal theorists such as Milton Friedman about the importance of social responsibility. Perhaps the term that is used more than any other term along with business ethics is corporate social responsibility (Karmis & Leonidou, 2013) as if its observance by the organization means the ethicality of the organization and its lack of observance means the unethicity of an organization. Most of modern organizations have not accepted the suggestions of these liberal theorists such as Milton Friedman (2007) about the importance of social responsibility. Perhaps the term that is used more than any other term along with business ethics is corporate social responsibility and believe that in order to be successful in their business they should perform their responsibility towards the community and all those who are affected by the organizational activities (Kim et al., 2010).

Corporate social responsibility is considered as the corporate responsibility against the society, people, and the environment in which the organization is active and this goes beyond the economic considerations. Social responsibility is defined as follows in a more concrete definition: Corporate social responsibility is an activity that provides the social benefits and beyond it the organizational benefit is the thing that is required by the law. Therefore, the social responsibility means going beyond the law. For example, organizations that do not discriminate women and other minorities are not acting based on the social responsibility because the lack of discrimination against minorities is a principle that all companies should observe it (Ibid, 2008). Carroll (1979) revised his 4-part definition of social responsibility of the companies in 1991 and presented the concept of social responsibility as a pyramid structure. In this pyramid economic responsibility is based on legal, ethical and humanitarian responsibilities and then each pyramid is raised (Karima et al., 2006).

Based on Carroll and Lantos (2001) model three types of corporate social responsibility are provided: ethical, altruistic and strategic (Veder and Chandell, 2005). Corporate social responsibility is ethically necessary in the concepts of ethical duties and ground responsibilities. Corporate social responsibility is beyond the economic and legal obligations of a company to avoid social harm and damage, even when the business is not directly that includes benefiting. Corporate social responsibility is humanitarian and philanthropic the participation of various social stakeholders even if it is required to sacrifice a part of the business profitability (Karmis & Leonidou, 2013). The humanitarian activity is obtained after social welfare and to help improve life quality. The third type Lantos of corporate social responsibility is the strategic corporate

social responsibility that refers to the philosophy aimed at achieving strategic business goals while maintaining social value (Baron, 2007).

Carroll corporate social responsibility levels

In this division of corporate social responsibilities and based on the mandatory or optionality as well as the level of attention, the organization and stakeholders are divided into three levels (Story and Neves, 2015).

There is economic corporate social responsibility at the first level that its force is high such that the organization puts its survival in danger by its lack of observation. In this level low percentage of internal and external stakeholders is considered. Among the internal stakeholders the owners and shareholders are considered due to the investment and among the external shareholders the customers are highly considered.

At the second level the organizations also consider the legal and social requirements. In fact, the organization tries to follow the legal requirements imposed by regulatory bodies and consider those beneficiaries that their rights are considered by law. For example the organization respects the rights of minorities when hiring (Karmis & Leonidou, 2013).

Ethics appear at the third level of social responsibility. In this level the organization goes beyond the imperatives of profitability and legal requirements and strives to respect ethical principles in relation to society. At this level, even if a moral activity is against the morality of an organization, the organization performs it (Lima, 2011). Also broader levels of internal and external stakeholders that are not foreseen in the law are subject to ethical social responsibility and the mandatory level of the organizations' activity at this level is low and in other words the organization perform these activities voluntarily. Contrary to the dominant approach in the traditional management theories that consider the organization task as earning and maximization of profit, today organization's compliance with Corporate Social Responsibility has become a precondition of any institute. Some experts also believe that, given that today's consumers are very sensitive to ethical issues, compliance with social responsibility by the companies is one of the preconditions for profitability. In other words, customers tend to purchase products and services of the companies that do not adhere to their social responsibility and have a strong negative attitude towards such organizations (Mattila and Hanks, 2012).

In the fourth level the social responsibility voluntarily addresses and attempts the social problems regardless of the personal profit or interests for the company.

Satisfaction

Today, service organizations consider the customer behavioral orientation as an important measure to evaluate the quality of their work and this trend is increasing. Customer and his satisfaction importance is something that refers to the competition globally. Customer behavioral orientation is among the internal actions of the organizations that are oriented towards satisfying customer's wishes. In today's world the successful organizations provide more customer

satisfaction because customer is the most important asset of any organization (Bamdad, 2008). Customers choose the products or services that provide the most value. Whether the supplied goods or services have the expected value can be observed based on customer satisfaction and his repurchasing behavior. Customer behavior is closely related to the products' quality and services. In these years, many companies have implemented comprehensive quality management programs and the goal is always to improve the quality of products, services and marketing processes (Ahmed et al., 2011). Product quality has a direct impact on its performance, thus, increases customer satisfaction. Customer satisfaction is depends on product performance based on the expectations the buyer has about the product. The buyer may experience different degrees of satisfaction (Ravichandran et al., 2010). If the product performance is equal to the expectations of customers, the consumer will be satisfied. If performance exceeds the expectations, the buyer will be pleased more than enough and enjoys what he has done. Most of today's successful companies are trying to raise the level of customer expectations and have better performance to meet the expectations. These companies pay attention to a phenomenon known as total customer satisfaction. They also pay attention to customer expectations, assumptions or understanding about the company's performance and their level of satisfaction (Mattila and Hanks, 2012). Jamal and Nasser define customer behavior as a customer feeling or attitude towards a product or service after using it. According to Oliver's definition "satisfaction is the consumer response to fulfillment and prosperity. It is a judgment on whether the characteristics of a product or service or a product or service itself have provided a pleasant level of the realization of success about the consumption and it includes levels below or above realization (Mattila and Hanks, 2012). Blanchard and Galloway said: Customer satisfaction is a result of the customer's perception of value in a transaction or a value-based relationship, so the price is equal to the ratio of quality to price and cost of customer service (Bamdad, 2008).

Experimental research literature

Abzari (2007) in a study titled "Social responsibility and work ethic as the new quality management" while reviewing the concepts of quality management, corporate social responsibility and business ethics studied the relationship between these concepts and other factors and then the steps that organizations should take to improve the quality and corporate social responsibility are specified. In the end, some recommendations are presented for future studies.

Rotaei (2009) examined the role of culture in promoting social responsibility of managers. The results show that cultural managers play a major role in promoting Corporate Social Responsibility and also there is a significant relationship between the role if cultural managers in the economic ethical, social and environmental objectives and the promotion of social responsibility.

Chamani (2011) in a strategic approach to corporate social responsibility while analyzing social responsibility in today's business has understood his need to peaceful coexistence with the community and the business environment and perceive the fact that by weakening the

community and environment, the stable business and development of employees' motivation as the main factor in the survival of the organization could be jeopardized.

Abdollahi et al (2003) examined the relationship between organizational culture and social responsibility. The final results of research in spss and Lisrel programs showed significant correlation between organizational culture and corporate social responsibility. The analytical results showed that among the dimensions of organizational culture adjustment with the coefficient of 0/827 had the highest impact on social responsibility.

Rezaei-Nejad (2011) examined the relationship between In- service training and social responsibility of the employees in protecting the environment. The results indicate the proposed model is a strong model for predicting the environment protection approach and the human resource training and knowledge management programs have a decisive effect on social responsibility. In the end, four strategic educational measures are proposed to improve the environmental problems in developing a comprehensive strategy, environmental responsibility training in organizational positions, training familiarity with environmental laws and implementing training programs to create an environment based organizational culture.

Ranjbar (2012) addressed the factors affecting organizational social capital. show that there is a significant and positive correlation between normative, cognitive and social capital structure dimensions.

The effect of normative, cognitive and structural factors on enhancing the social capital has been approved. The results also showed that adherence to ethics, mutual trust and responsibility among the employees has had the greatest impact on improving social capital. Finally, some solutions have been proposed to enhance this capital.

Safarpur (2013) has addressed the level of moral intelligence and its effect on the organization's social capital. Results showed that moral intelligence and its components are considered as social capital of the organization and among these components the responsibility with 25.5% has the highest explanatory power of social capital and then there are compassion with of 7.8% and honesty with 3.3 define social capital which gives the total of 36.7% of explaining social capital and forgiveness is not significant predictors of social capital and it is removed from the prediction model. Therefore, as managers have higher ethical intelligence, they are more socially valuable assets for the organization.

Victoria et al (2015) addressed the employee's social responsibility and its role in employees' environmental behavior. The results show the significant effect of social responsibility on the perception and obtaining environmental information by employees. The study also shows that CSR leads to real behavior change in employees to increase their knowledge and self-centeredness,

Farooq et al (2014) analyzed the response of employees to corporate social responsibility with an emphasis on the role of employees' 'social attitude. The results show a unique effect of social

responsibility on employees' attitude and organizational knowledge sharing. Therefore, this study also indicates the effect of the internal social effect is also concerned with the employees.

Chong and Huck (2013) conducted a study on the impact of corporate social responsibility on organizational trust, job satisfaction, and staff customer-orientation.

The results show that corporate social responsibility has a positive impact on organizational trust and employee job satisfaction while it has a negative impact on the customer-orientation. It also seems that the effects of job satisfaction, in turn, have a positive effect on the customer orientation.

According to theoretical principles, the research hypotheses are formulated as follows:

The main hypothesis: corporate social responsibility has a positive effect on social security organization pensioners' satisfaction.

Secondary hypotheses:

1. Legal responsibility has a positive effect on social security organization pensioners' satisfaction.
2. Moral responsibility has a positive effect on social security organization pensioners' satisfaction.
3. Voluntary responsibility has a positive effect on social security organization pensioners' satisfaction.
4. Economic responsibility has a positive effect on social security organization pensioners' satisfaction.

Conceptual model

corporate social responsibility

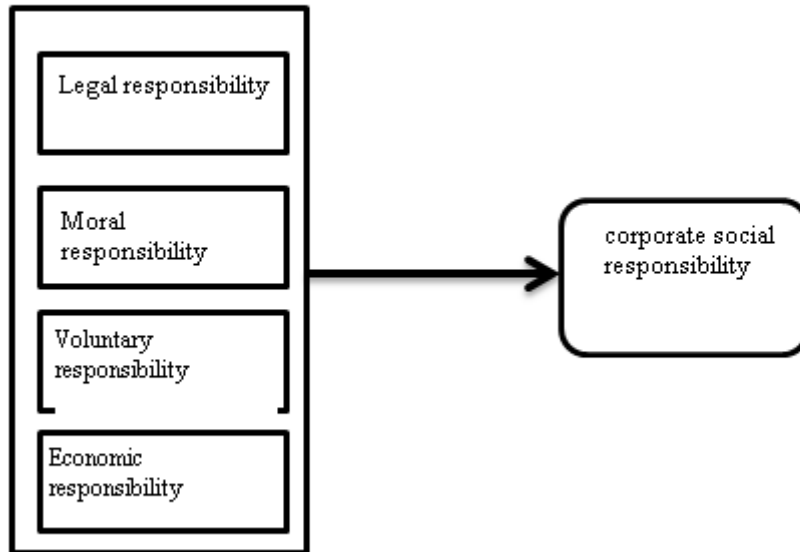


Figure 1 . Conceptual model

Research methodology

All pensioners of social security organization were selected as the research population that using Cochran's sampling method 384 samples were selected that after the distribution of 450 questionnaires, 420 questionnaires were completed. In this study, the questionnaire is used for data collection that includes general information of the pensioners and 30 questions based on 5 point Likert scale. In measuring the reliability of the questionnaire Cronbach's alpha of 81% is an indication of the reliability of the questionnaire. In assessing the validity and content validity the confirmatory factor analysis is applied. The descriptive statistics and structured equations are used for statistical analysis (LISREL software) of the paths between variables. On the other hand the variables in the conceptual model are presented in Table 1 based on Cronbach's alpha and the mentioned questions.

Table 1- variables' Cronbach's alpha

Variable	Cronbach's alpha
Legal responsibility	0/82
Moral responsibility	0/80
Voluntary responsibility	0/78
Economic responsibility	0/79
Satisfaction	0/81
Total	0/81

Hypotheses analysis: To examine the hypotheses initially distribution of data is investigated. To make decision about the use of parametric or non-parametric tests the data normalization is analyzed by Kolmogorov – Smirnov test. Kolmogorov - Smirnov test results are presented in table 2.

$$\begin{cases} H_0 \\ H_1 \end{cases} \text{ Population distribution is normal}$$

Population distribution is not normal

According to the test results the null hypothesis i.e. the normality of variables is confirmed.

Table 2. Evaluation results of the data distribution

Variable	Sig	(α)	Kolmogorov – Smirnov test	Result
Legal responsibility	0.69	0.05	1.423	Normal distribution
Moral responsibility	0.092	0.05	1.900	Normal distribution
Voluntary responsibility	0.39	0.05	1.123	Normal distribution
Economic responsibility	0.096	0.05	1.236	Normal distribution

Satisfaction	0.77	0.05	1.520	Normal distribution
--------------	------	------	-------	---------------------

Research results

To analyze the hypotheses the structural equation modeling technique using LISREL software version 5.8 is used by pathway analysis for the main and secondary hypotheses. Table 3 explains the full titles of variables included in the model:

Table 3- The abbreviations of variables

Abbreviations
Legal Responsibility (LR)
Moral Responsibility (MR)
Voluntary Responsibility (VR)
Economic Responsibility (ER)
Satisfaction

The main hypothesis testing

Figure 2 presents the structural model of the main hypothesis in standard estimation mode. Figure 3 also presents the structural model is the main hypothesis in significance mode.

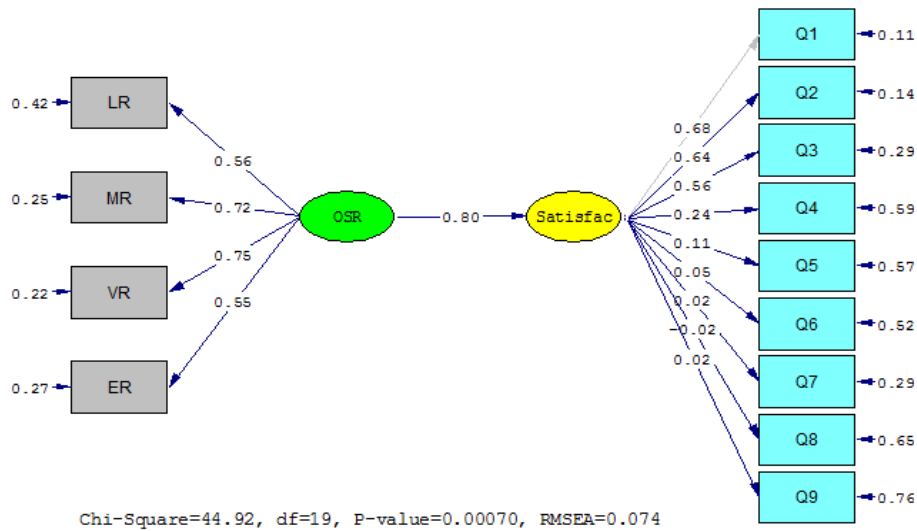


Figure 2- the structural model of the main hypothesis in standard estimation mode

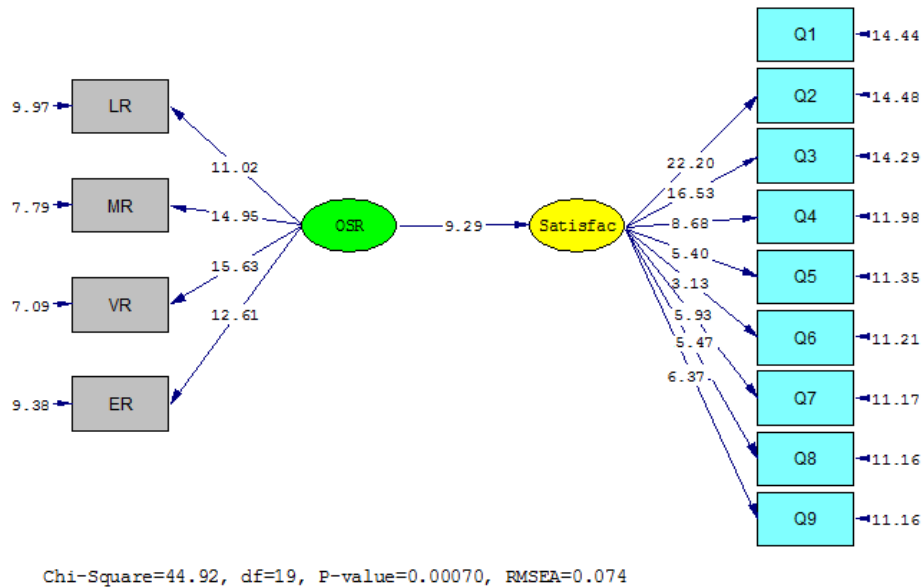


Figure 2- the structural model of the main hypothesis in significant coefficients mode

Figure 3 shows the significance of relationships between variables. If the t statistic value is within the range -1.96 to 1.96 the amount of variance explained is meaningless. With regard to the output of Figure 3 all constants with a value more than 1.96 are statistically acceptable.

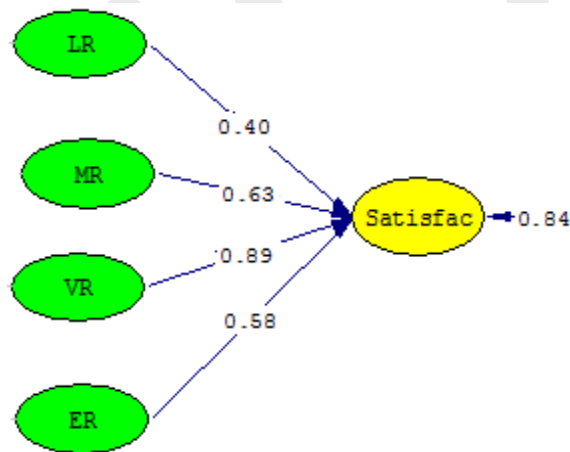
Table 3 shows the results of causal analysis of the structural equation to test the main hypothesis of this study. The results of the model approved the effect of corporate social responsibility of Pensioners' satisfaction.

Table 3. Results of testing the main hypothesis

hypothesis	standard estimates	t value	test result
The effect of corporate social responsibility of Pensioners' satisfaction	0/80	0/29	approved

Testing the secondary hypotheses

Figure 3 presents the structural model of the secondary hypotheses of the study in standard estimation mode. Figure 4 presents the structural model of the hypotheses under the coefficient of significance.



Chi-Square=1255.37, df=553, P-value=0.00000, RMSEA=0.071

Figure 3- The Structural model of the secondary hypotheses of the study in standard estimation mode

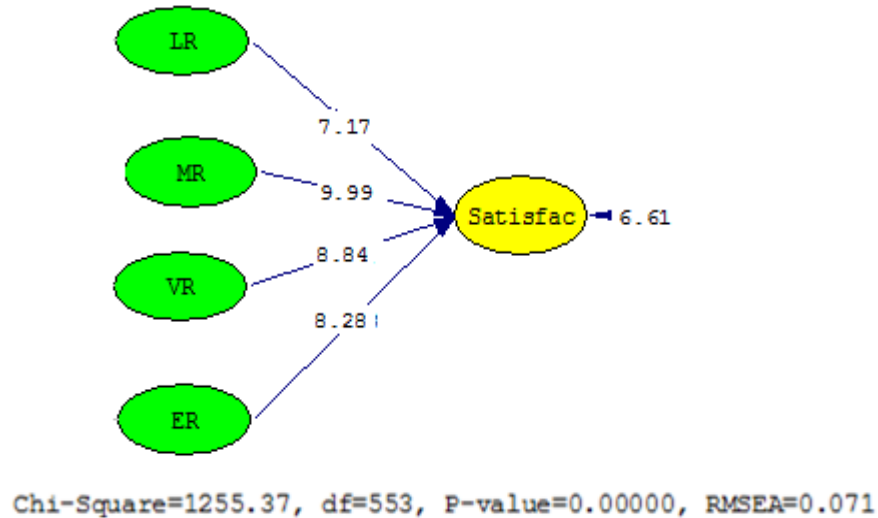


Figure 3- The Structural model of the secondary hypotheses under the coefficient of significance
According to the output of Figure 4 all coefficients are statistically acceptable with a value more than 1.96.

Table 4 shows the causal results of structural equation to test hypotheses. It confirms the results of the influence of the dimensions of corporate social responsibility (legal, moral, voluntary and economic responsibility) on social security organization pensioners' satisfaction.

Table 4- The results of the secondary hypotheses

Hypothesis	Standard estimation	t value	Test result
The effect of legal responsibility on pensioners' satisfaction	0.40	7.17	Confirmed
The effect of moralresponsibility on pensioners' satisfaction	0.63	9.99	Confirmed
he effect of voluntary responsibility on pensioners' satisfaction	0.89	8.84	Confirmed
he effect of economic responsibility on pensioners' satisfaction	0.58	8.28	Confirmed

In general in working with LISREL program each indicator obtained from model does not indicate its fitness or lack of fitness but these indicators should be interpreted together. If the tests x2 and secondary fitness indicate that the model is fitted, the fitted factors are determined and it is focused on these factors. Table 5 shows the most important of these indices and

indicates that the model has a proper condition in terms of explaining and fitting. All indicators suggest that the model fits the observed data. Model fitting indices _given that the chi-square to the degree of freedom ratio is less than 3 and RMSEA index is less than 0.08 and the rest of factors are acceptable_ indicate the acceptable measurement model; In other words, the model and the framework is meaningful and acceptable.

Table 5- Goodness of Fit Index

Fit Index	The pattern value	The optimal value	result
χ^2/df	2.27	<3.00	Good fitting
GFI	0.91	>0.9	Good fitting
AGFI	0.92	>0.7	Good fitting
RMR	0.014	<0.05	Good fitting
NFI	0.95	>0.90	Good fitting
IFI	0.95	> 0.90	Good fitting
CFI	0.91	> 0.90	Good fitting
RMSEA	0.071	> 0.08	Good fitting

Ranking test

To review and rank the importance of corporate social responsibility on social security organization pensioners' satisfaction Friedman test was used that its results are presented in Table 6.

Table 6. Friedman test

Factors	Mean	Priority
Moral responsibility	3.82	1
Economic responsibility	3.46	2

Legal responsibility	3.37	3
Voluntary responsibility	2.35	4

Friedman test results indicate that among the dimensions of corporate social responsibility influencing pensioners' satisfaction the components of moral responsibility, economic responsibility, legal responsibility and Voluntary responsibility have the highest and lowest importance in the pensioners' satisfaction process.

Conclusion and recommendations

Social Security organization is among the most influencing social organizations that play a significant role in the development of the social norms. The social norms are accepted when they are considered by a service entity. The most important norms of a new era in community are to pay special attention to their responsive role. This advantage is embedded in the corporate culture as of principle. This study that focused on the influence of corporate social responsibility on pensioners' satisfaction attempted to introduce a specific model in social service organizations and especially the social security organization and the validity measurement of this model. The results showed that in the proposed model all introduced components to the experts and the relevant tools have the required reliability and moral responsibility has achieved the highest score to measure the concept in the social security organization in accordance with the ranking done by Friedman test.

In this regard it is suggested that for the better establishment of social responsibility in Social Security Organization in accordance with a scheduled model the principle factors of social responsibility such as analyzing the analyzing the visions of development based on social responsibility, assessment of training needs and recognition of their compliance with client satisfaction, evaluation of efforts to expand economic responsibility based on the welfare of pensioners, measurement of the degree of institutionalization of the ideals of community-based organizations indicators of corporate responsibility, analyzing the establishment of organizational culture based on the promotion of social values, determining the amount of aid to pensioners and regulating them, analyzing the level of gender and minority discrimination in the distribution of position in the organization, detecting the compliance with legal and ethical standards of the organization, Evaluation of measures taken by the organization in promoting a culture of voluntary responsibility and promote a sense of social citizenship in the organization are measured continuously.

In addition the following points are suggested to the managers of social security organization to improve the pensioners' satisfaction:

- Full material and spiritual support of pensioners and their families
- Providing a safe and comfortable working environment in terms of hardware (cooling, heating, offices and so on) and software. The term software here means providing peace

of mind for personnel without concern and stress to provide services to the clients away from stress.

- Encouragement and granting the awards to the managers that have had the highest activity in the area of social responsibility to encourage other managers.
- Establishment and implementation of ethical, social, legal , and economic policies in the general policies of the Social Security Organization as well as the treatment of pensioners
- Establishment of customer satisfaction and respect of clients measurement systems

At the end the researcher according to the findings provides suggestion for future researchers:

1. It is suggested for future studies to determine and measure the differences caused by characteristics of different demographic and descriptive statistics
2. Doing this study longitudinally
3. Analyzing the factors affecting the consent of pensioners of Social Security Organization
4. Designing the information quality development and effective communication model to improve pensioners' satisfaction
5. Performing a study on satisfaction of pensioners in various agencies
6. Analyzing the effect of moral responsibility of the pensioners

Research limitations

The study has used cross-sectional data. So there is a possibility that different logical links lose their meaning after a long time. However, cross-sectional studies and surveys due to investigating the cause and effects are appropriate for these types of research and the studies should be performed longitudinally. This study such as other study has its limitations. Some of the limitations of the study are due to the population including the carelessness of the respondents in answering the questions and the monopoly of the study to the organization. The other part of the restriction is associated with scientific limitations such as the extent of theoretical concepts, few studies that have examined these variables, abstractness of the questionnaire and limited data collection tool (questionnaire).

References

- Abzari, M. (2007) Social responsibility and work ethic of modern quality management, management culture magazine, Issue fifteen, page 42-5
- Omidvar, A (2005) The corporate responsibility and its role in the formulation of government policy, MA thesis, Tehran University, Faculty of Law and Political Science
- Bamdad, N., Rafiei Mehrabadi, N (2008), The effect of customer satisfaction on the quality of ATM services. Management Research, Issue 4, Pages 58-39.
- Bozorgi, F., (2004), Individual, organizational and societal goals", devise. Number 14
- Chavosh Bashi, F (2010) "Introduction to Corporate Social Responsibility", Journal of Social Responsibility, Center for Strategic expediency
- Royaei, R (2009) examining the role of cultural managers in promoting social responsibility, social science research, Issue III
- Zaribaf, M. and Roshani Barab, F. (2008) Developing model to measure customer satisfaction and its implementation in the rubber industry, Journal of Management, Issue 12, pages 62-47.
- Roosta, A., Davar, V., Ebrahimi, H (2010) marketing management, SAMT, Tehran
- Ahmad, AE, & Al-Zu 'bi, HA (2011). E-banking Functionality and Outcomes of Customer Satisfaction: An Empirical Investigation. International Journal of Marketing Studies, 3 (1), 51-59.
- Aluchna M. (2010). Corporate social responsibility of the top ten: examples taken from the Warsaw Stock Exchange. Social responsibility journal; 6 (4): 611-626.
- Baron D. (2007).Corporate social responsibility and social entrepreneurship. Journal of Economics & Management Strategy; 16 (3): 683-717.
- Jones, DA, Willness, CR, & Madey, S. (2014). Why are job seekers attracted by corporate social performance? experimental and field tests of three mechanisms Signal based. Academy of Management Journal, 57 , 383 e 404
- Kim, J., Bernhard, BJ, Jang, D., 2010. Global 'seat belts' for problem gamblers? Intersections of culture, technology, and responsible gaming. Journal of Travel & Tourism Marketing 26 (4), 348-354.
- Karima R, Oshima Y, Yamamoto k. (2006). Identification of Subjects for Social Responsibility Education Activity at the University of Tokyo at Universities and the Present. Environmental Sciences; 13 (6): 327-337.

Lima C, Vicente et al. (2011). Corporate social responsibility, financial performance and firm value in Brazil. *Social Responsibility Journal*; 7 (2): 295-309.

Mattila, AS and Hanks, L. (2012), "Antecedents to participation in corporate social responsibility programs", *Journal of Service Management* , Vol. 23 No. 5 pp. 664-676.

Posner, BZ (2010). Another look at the impact of personal and organizational values congruency. *Journal of Business Ethics*, 97, 535-541.

Ravichandran, K., Mani, BT, Kumar, SA, &Prabhakaran, S. (2010). Influence of Service Quality on Customer Satisfaction Application of Servqual Model. *International Journal of Business and Management*, 5 (4), 117-121.

Ricketta, M., & van Dick, R. (2005). Foci of attachment in organizations: A meta-analytic comparison of the strength and correlates of workgroup versus organizational identification and commitment. *Journal of Vocational Behavior*, 67 (3), 490-510

\ Silverthorne, C. (2004). The impact of organizational culture and person-organization fit on organizational commitment and job satisfaction in Taiwan. *Leadership and Organization Development Journal*, 25 (7), 592-599.

Singhapakdi, A., Sirgy, MJ, Lee, DJ, & Vitell, SJ (2010). The effects of ethics institutionalization on marketing managers: The mediating role of implicit institutionalization and the moderating role of socialization. *Journal of Macro marketing*, 1 (30), 77-92.

Skarmeas, D., & Leonidou, CN (2013). When consumers doubt, watch-out! the role of CSR Skepticism. *Journal of Business Research*, 66 , 1831 e 1 838.

Story, J., &Neves, P. (2015).When corporate social responsibility (CSR) Increases performance: exploring the role of intrinsic and extrinsic attribution CSR. *Business Ethics: A European Review*, 24 (2), 111 e 124.

Valentine, S., & Fleischman, G. (2008). Ethics programs, perceived corporate social responsibility and job satisfaction. *Journal of Business Ethics*, 77, 159-172

Victoria K. Wells , , Danae Manika , Heritage tourism ,) 2014). , CSR and the role of employee environmental behavior , *Journal of Management Studies Psychology in organizations: The social identity approach*. London: Sage Publications. 34 (5), 703-728.