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Analysis of an Organizational Policy Model Based on Corporate Social Responsibility in the National Iranian South Oil Company

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Abstract

The aim of the present study is to analyze the organizational policy model based on social responsibility in the oil-rich areas company. The research method is fundamental-applicable in terms of its purpose, and mixed (qualitative-quantitative) in terms of implementation method and of exploratory type. The statistical population in the qualitative section includes 14 managers and experts in the field of social policy-making and social responsibility, faculty members, managers of the oil-rich areas company, selected purposefully; and in the quantitative section includes 191 managers and experts of the Iranian Copper Company who are experts in the field of corporate social responsibility and were selected by simple random sampling. The tool for collecting findings in the qualitative section is a semi-structured interview, and in the quantitative section is a researcher-made questionnaire. For data analysis in the qualitative section, based on the data-driven method, NVIVO version 11 software was applied; and in the quantitative section, SPSS and PLS software were applied. The results of the qualitative section showed that the extracted concepts included 89 open codes, 30 central codes, and 15 selected codes that constitute the model of social policies based on social responsibility in the National Iranian Copper Company. The results of the quantitative section show that the causal conditions of the model of implementing social policies based on social responsibility, the background factors affecting the model of implementing social policies based on social responsibility, the intervening conditions of social policies based on social responsibility, the consequences of the model of social policies based on social responsibility, and the strategies of social policies based on social responsibility are the central categories that constitute the model of social policies based on social responsibility.

Keywords:
Social policies, social responsibility, environmental protection, economic growth, social concerns

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Extended Abstract

Introduction

Given the progress made in recent decades regarding the implementation of social policies, its importance for policy analysts has been clarified to some extent. But it has not yet been able to achieve its true place in policy-making and is referred to as the "missing link" in many countries, especially third world countries (Faliza & et al., 2019). Many of these countries are trapped in the cycle of traditional bureaucracy and authoritarian management system that stems from the old thinking of separation of administration from politics, and the implementation of social policy remains an unsolvable issue for them. Accordingly, most government programs in these countries face failure and frustration in the implementation stage (Alvani & Shalviri, 2016). In our country, although the extensive changes and political development process that have attracted the attention of the authorities in the last few years have partially closed the gap between those who formulate social policies, implementers of the system, and the general public, and important steps have been taken to reform and transform the administrative system; many policies, guidelines, and laws are still formulated and approved in a vacuum and sometimes far from the realities of society, which naturally leads to numerous problems in implementation and in the practical stage (Zainivand Moghadam et al., 2021). Undoubtedly, part of these damages are due to the failure to consider appropriate social and cultural development for the industrialization of oil-rich regions in the country, such as Kerman Province. Although some companies have taken a few steps in recent years, the companies' actions to end this situation have been insufficient, irresponsible, and late, and some of them have only taken initial steps (Zare Behnimiri et al., 2022). In these areas, in addition to the construction and expansion of its phases, it has caused the loss of people's sense of place in the villages, as well as the arrival of countless immigrants from all over the country to the region and the undesirable reception and accommodation methods in labor camps, the lack of healthy recreation, the distance of workers from their family environment, the multiculturalization of the environment, and the lack of adequate social control and supervision. Such issues have caused great harm to the people of local communities, and with many social and cultural issues such as social insecurity, the risk of contracting various diseases caused by biological contamination, and the uncontrolled entry and exit of workers who have suspicious interactions (Salari-Eskari & Shafiei, 2022). Therefore, the main question of this research is: What is the model for implementing social policies based on social responsibility in the National Iranian Copper Industries Company?

Theoretical Framework

Social Policy

Social policy is a set of interrelated decisions made by groups or social and political actors of organizations with the aim of achieving specific goals (Maadani et al., 2018).

Social Responsibility Corporate

Social responsibility means that organizations, in addition to carrying out economic activities and producing goods or services, must act in a way that contributes to the well-being and development of society and prevents social and environmental harm. This responsibility includes complying with laws, respecting employee rights, producing safe and quality products, protecting the environment, and participating in public benefit activities (Por hoseini & Farahbakht Fomani, 2024).

Pazhouhan et al. (2026) analyzed the mediating role of organizational ambidexterity in the effect of corporate social responsibility and knowledge management infrastructure on

sustainable corporate performance. The research findings showed that the path coefficient of corporate social responsibility on organizational ambidexterity was 0.417, the path coefficient of knowledge management infrastructure on organizational ambidexterity was 0.379, the path coefficient of social responsibility on sustainable performance was 0.513, the path coefficient of knowledge management infrastructure on sustainable performance was 0.439, and the path coefficient of organizational ambidexterity on sustainable performance was 0.571, which were significant at the 95% confidence level. The results also showed that organizational ambidexterity can mediate the effect of social responsibility on sustainable performance by 0.751. In addition, organizational ambidexterity can mediate the effect of knowledge management infrastructure on sustainable performance. Accordingly, promoting an organizational culture that strengthens social and environmental values and encourages employees to participate in corporate social responsibility programs will lead to sustainable company performance.

Akbari et al. (2023) investigated the prediction of consumer loyalty through the role of flow experience, perceived value, and corporate social responsibility. The results showed that attention, focus, and the concept of time have a significant effect on flow experience. Other results showed that flow experience, perceived value, and corporate social responsibility have a significant effect on consumer loyalty.

Research Methodology

The research method is fundamental-applicable in terms of its purpose, and mixed (qualitative-quantitative) in terms of implementation method and of exploratory type. The statistical population in the qualitative section includes 14 managers and experts in the field of social policy-making and social responsibility, faculty members, managers of the oil-rich areas company, selected purposefully; and in the quantitative section includes 191 managers and experts of the Iranian Copper Company who are experts in the field of corporate social responsibility and were selected by simple random sampling. The tool for collecting findings in the qualitative section is a semi-structured interview, and in the quantitative section is a researcher-made questionnaire.

Research findings

For data analysis in the qualitative section, based on the data-driven method, NVIVO version 11 software was applied; and in the quantitative section, SPSS and PLS software were applied. The results of the qualitative section showed that the extracted concepts included 89 open codes, 30 central codes, and 15 selected codes that constitute the model of social policies based on social responsibility in the National Iranian Copper Company. The results of the quantitative section show that the causal conditions of the model of implementing social policies based on social responsibility, the background factors affecting the model of implementing social policies based on social responsibility, the intervening conditions of social policies based on social responsibility, the consequences of the model of social policies based on social responsibility, and the strategies of social policies based on social responsibility are the central categories that constitute the model of social policies based on social responsibility.

Conclusion

The present study was conducted with the aim of an organizational policy model based on social responsibility in the oil-rich areas company. The results of this study are consistent with the results of Pazhouhan et al. (2026), Akbari et al. (2023), Kashanipour & Ghorbani

(2022), Mighi fard (2021), Barshad et al. (2021), Behnam et al. (2021), Ramzan et al. (2021), Liua et al. (2021), and Svetlana et al. (2020). Barshad et al. (2021) showed that there is a negative and significant relationship between social responsibility and information asymmetry. Social responsibility performance, according to organizational policy, can reduce information asymmetry when information related to this performance of companies is made available to the market in some way (through the preparation and publication of social and environmental performance reports or through the announcement and publication of the score or rank of corporate social responsibility by financial institutions, etc.).

Based on the results, the following suggestions were made:

- Strengthening civil and local institutions and involving them in the company's missions and viewing them as strategic partners in achieving a common goal
- In order to meet social expectations from organizations and reduce information inequality, necessary and effective policies related to corporate social responsibility should be examined.

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Conflicts of Interest
The authors declare that they have no financial or non-financial, personal, professional, or institutional conflicts of interest relevant to this work.

Conflicts of Interest
The authors declare that they have no known competing financial interests or personal relationships that could have appeared to influence the work reported in this paper.

Data Availability Statement
The data supporting the findings of this study are available from the corresponding author upon reasonable request.

AI Use Statement
The authors declare that no generative artificial intelligence (AI) or AI-assisted technologies were used in the preparation, writing, or editing of this manuscript.

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Ethics Approval
All procedures performed in this study were conducted in accordance with the ethical standards of the responsible institutional and national research committee.