

Designing a Social Responsibility Model Based on Health and Welfare for Mazandaran Medical Sciences Employees

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ABSTRACT

Purpose: The aim of this study was to design a social responsibility model based on the health and welfare of Mazandaran Medical Sciences employees.

Methods: The research design was qualitative, using thematic analysis. The statistical population consisted of experts and elites in the fields of management, human resources, health, and medical sciences at Mazandaran Medical Universities in 2023. A purposive and snowball sampling method was employed, and after conducting 15 in-depth interviews, theoretical saturation was achieved. Data were collected through semi-structured interviews and analyzed through open, axial, and selective coding, based on the six-stage thematic analysis method of Clarke and Brown.

Findings: Based on the thematic analysis results, 16 categories were identified, including the proper selection of managers and employees, provision of welfare services, commitment, attitude, having a policy on social responsibilities, laws and regulations, role conflict resolution, support and participation, evaluation, transparency, improvement of working conditions, cultural promotion, supervision, individual characteristics, a value-based perspective on human capital, and awareness, all of which are essential in designing a social responsibility model based on the health and welfare of Mazandaran Medical Sciences employees.

Conclusion: The results showed that the social responsibility model based on health and welfare is organized around themes such as employee welfare and health, individual characteristics, cultural promotion, evaluation and supervision, efficient management, organizational attitude and commitment, and regulations.

Keywords: Social responsibility, health and welfare, medical sciences.

1. Introduction

Today, the concept of social responsibility has been the subject of considerable discussion and theorizing and has attracted the attention of policymakers, professionals, and academics across a wide range of disciplines in recent decades (Macassa, 2019; Macassa et al., 2017; Macassa et al., 2021). Social responsibility is vital for the success of organizations and a key factor in the survival of any organization, constantly evolving and reflecting current realities. It is a dynamic phenomenon that varies according to environmental and social changes, external demands, and the ethical maturity of the organizations themselves (Emami et al., 2024; Faghiharam, 2019; Farzad et al., 2021; McDonnell et al., 2024; Peña-Miranda et al., 2021). Social responsibility refers to business activities that have a positive impact on society. These may include a wide range of commendable actions, from humanitarian activities and financial donations to charities, volunteer work, and sustainable behaviors such as environmental protection, waste reduction, and mitigating externalities (Camilleri, 2020).

However, there is significant agreement that social responsibility refers to the obligations of businesses towards the impact they have on society, the environment, and various stakeholders (Tomaselli et al., 2018). Hadian Jazi, Peyrovi, and Zareiyan (2020) also stated that social responsibility involves ethical issues in which individuals do not exclusively think about themselves and their interests but also consider the interests of others (Hadian Jazi et al., 2020). Although the concept of social responsibility may vary in context, organizations are generally expected to direct their activities towards reducing poverty, protecting the environment, improving public health and well-being, and better education. Organizational social responsibility requires a commitment to social responsibility towards various stakeholders, both external (in relation to the surrounding community) and internal to the organization (Macassa et al., 2017).

In this regard, research argues that the benefits of social responsibility for employees have been underexplored (Homer & Gill, 2022). Nevertheless, there has been little discussion about the potential impact of social responsibility strategies on the health and well-being of internal and external stakeholders. This initiates a discussion about how social responsibility strategies can help improve the health and well-being of stakeholders (Hiswåls et al., 2020). It has been pointed out that social responsibility strategies and

processes are directly related to employee welfare and health (Ahmad et al., 2023; Yousaf et al., 2016).

Laurinavicius and Romeris (2013) claim that social responsibility is an organization's commitment to meeting the needs and interests of its stakeholders (shareholders, suppliers, employees, customers, society, and others), and employees, as one of the most important internal resources due to their key role, require special attention (Laurinavicius & Romeris, 2013). Therefore, to achieve a competitive advantage, organizations must invest in intellectual human capital and ensure safe and healthy working conditions for their employees, contributing to their well-being and health, as all aspects of employee well-being are part of the internal dimensions of social responsibility (Krainz, 2015).

In summary, research on health and well-being is becoming a growing topic. The mutual influence between employee health and well-being has made it a common topic in organizational research, and separating their analysis is quite difficult. On the other hand, increasing awareness of social responsibility activities raises questions about how socially responsible organizations impact the health and well-being of their employees (Macassa et al., 2021). This presents a major challenge for any organization—how to attract, retain, and motivate employees by applying principles of social responsibility, as employees today are more aware than ever of an organization's responsibility towards society. Social responsibility is directly related to employee well-being and health and can be measured through indicators of job satisfaction that meet employee expectations from the organization. In this regard, job satisfaction is the most extensively studied outcome, reinforcing the idea that many organizations prioritize the well-being and health of their internal stakeholders (Niazi Tabar, 2017; Nwobu, 2021; Zhang & Su, 2023).

Moreover, current research evidence shows that employees expect their organizations to demonstrate social responsibility by ensuring recognition, rewards, personal development opportunities, work-life balance, empowerment, participation in the organization, and retirement benefits (Zanko & Dawson, 2012). In this vein, the results of the study by Ahmed et al. (2020) found a significant direct relationship between social responsibility and employee well-being. Additionally, Makasa et al. (2021) indicated that corporate social responsibility could contribute to the triple bottom line of economic, social, and environmental performance within organizations, as well as to employee health and well-being (Ahmed et al., 2020). However, they showed that none of the studies examined the

relationship between internal social responsibility and physical health, highlighting the need for consensus on measuring internal social responsibility and its health and well-being outcomes.

Furthermore, today's social challenges push universities to play a vital role in society, making their actions essential for development. Thus, the social responsibility of medical universities is a topic worthy of study, justified by their public nature and inherent responsibilities towards society. Based on the above discussions and organizational practices, social responsibility can play a fundamental role in shaping the health and well-being of medical sciences employees. This practice is considered a determinant of health. The health and well-being of medical sciences employees involve the science of preserving and promoting public health, and threats among employees can impact livelihoods and, more importantly, quality of life.

Health and welfare issues are critical to economic well-being and life, necessitating special attention to social responsibility based on employee health and well-being. In this regard, there is no comprehensive approach to social responsibility based on employee health and well-being suitable for the medical universities of Mazandaran Province. Utilizing a local model would largely fill existing gaps. Therefore, given that medical universities play a vital role as educational institutions in developing and improving society and contribute to the well-being of citizens, and considering the social responsibility of universities with numerous stakeholders (students, institutions, governments, employees, companies, local communities, etc.), the present study was conducted with the aim of designing a social responsibility model based on the health and well-being of Mazandaran Medical Sciences employees.

2. Methods and Materials

The research method employed in this study is qualitative, and in terms of purpose, it falls under developmental studies. The thematic analysis method was used to construct the conceptual model for the research. The statistical population included all experts and specialists in the fields of management, human resources, health, and wellness, comprising management professors, health professors, senior managers of Mazandaran University of Medical Sciences, and deputies from various sectors, including student affairs, medical services, education, and research and technology. From this group, 16 individuals were purposively selected in a non-probabilistic manner for

interviews and to gather necessary information, up to the point of theoretical saturation on the research topic. These experts were selected based on their specialized knowledge or practical experience in social issues and policy-making related to social responsibility in medical universities. Additionally, the academic experts held doctoral degrees, had over 10 years of teaching experience, and were ranked as assistant professors or higher.

The data collection tool included in-depth semi-structured qualitative interviews with experts. Since semi-structured interviews were used instead of structured interviews, the interview protocol included predefined open-ended questions that allowed the interviewer to probe and clarify topics during the interview. In the first part of the study, the researcher reviewed relevant research and identified the key components and influential factors of social responsibility based on the health and well-being of Mazandaran University of Medical Sciences employees. These elements served as a guide for the qualitative interviews. Initially, key points from each interview were identified by listening to recorded interviews and studying the notes taken during the interviews, followed by extracting essential points from the interviews.

Next, key points were categorized into professional terms, and appropriate labels were assigned. The labeled content from each interviewee was organized into a table and categorized into dimensions based on their relevance and relationships. During the interview process, the researchers reviewed the interview content and areas under investigation to ensure continuous and accurate control of the interview. After preparing the interview content, thematic analysis was used to categorize and interpret the data based on the research objectives. At this stage, by thoroughly examining the transcribed interviews, all independent ideas, concepts, and key points were identified as basic themes for each text.

The main and subcategories were presented based on open and axial coding processes of data obtained from in-depth and exploratory interviews with key experts. Conceptual codes were refined, and the priority of each factor was determined based on the frequency of concepts mentioned in the interviews. Therefore, the open and axial coding was performed in the initial stage. The data were analyzed at the sentence and phrase level for each interview, and conceptual codes were extracted from the interview transcripts. By refining and removing repetitive elements and using theoretical frameworks to match certain conceptual codes, the concepts were identified.

In the next step, by further refining and reducing these concepts, they were organized into subcategories, and through continuous review, the main categories were identified. Ethical considerations, including the research objectives, confidentiality, and privacy, were communicated to the participants. To ensure validity, the opinions of 10 experts were utilized. Simultaneously, two individuals who did not participate in the interviews assisted in data analysis and interpretation. In this study, to calculate test-retest reliability, three interviews were randomly selected and coded twice by the researcher over a 30-day interval (one month). The test-retest reliability of the interviews was 0.74, confirming the reliability of the coding process.

For data analysis, open, axial, and selective coding were employed using the six-stage thematic analysis method of Clarke and Brown.

3. Findings and Results

Table 1

Summary of Interviews and Extracted Codes

Source	Interview	Extracted Codes
P1-P7	The evaluation and selection of individuals with potential for managerial positions through human resource development approaches can help increase social responsibility.	Selecting talented individuals for managerial positions
P1-P9	The university officials' perspective on the importance of human resources and employees and efforts to address their issues and improve their welfare is crucial.	Perspective of university officials on addressing employee needs
p1-P10	Employing experienced individuals in organizational responsibilities can help the organization better understand the needs of employees and make better decisions in this regard.	High level of experience of relevant officials
P1-P5	The high ability of officials to make timely and accurate decisions to address employee issues and improve their health is constructive.	High decision-making ability of human resources officials
p1-P5	Continuous attention to improving the recruitment of efficient and fresh employees can help improve the overall health of the organization, which is a social responsibility of managers.	Continuous improvement in recruiting new employees
P1-P7	Managers and officials should take steps toward transparency and be accountable for the situation, rather than avoiding responsibility.	Accountability and transparency in human resource activities
P1-P6-P9	Implementing justice is a responsibility placed upon us by society, and combating discrimination is a social responsibility.	Implementing anti-discrimination policies
P1-P10-P11	Paying attention to rewards for employee performance leads to improved mental health and increased motivation.	Implementing reward and compensation systems in performance plans
P1-P12-P14	Timely payment of salaries, overtime, and bonuses is one of the key responsibilities of managers, and they must oversee the fair implementation of payments.	Ensuring timely payment of legal dues and overseeing this process
P1-P3-P16	Providing banking facilities and low-interest loans will greatly improve employee welfare and health.	Providing low-interest loans and benefits
P2-P3-P15	Providing welfare services in various forms, such as educational allowances for children, shopping vouchers, and incentives, can improve employees' economic conditions and mental health.	Providing welfare services in the form of vouchers, allowances, and incentives

Based on the descriptive findings, the results showed that 6 participants (37.5%) were women, and 10 participants (62.5%) were men. Additionally, all 16 interviewees held doctoral degrees and were university professors.

Phase 1: Familiarization with the Data: In this phase, the researcher aimed to become familiar with the depth and breadth of the data content. Therefore, after each interview and recording of conversations, the interviews were transcribed, and repeated active reading of the data and interviews was conducted to search for meanings and patterns.

Phase 2: Generating Initial Codes: In this phase, after reading the interviews and becoming thoroughly familiar with them, initial codes were extracted and generated from the interviews. The interviews and extracted codes are presented in the following tables.

At this stage, 76 initial codes were extracted from the interviews (Table 1). The researcher reviewed all the initial

extracted codes and, by selecting appropriate codes and removing duplicates, proceeded to the review stage.

Table 2

Selected Extracted Codes

Extracted Code	Extracted Code	Extracted Code	Extracted Code
1. Selection of talented individuals	23. Guiding organizational activities with a focus on social responsibility	45. Implementing directives and issued regulations	67. Accountability
2. Utilizing successful internal and external models	24. Supporting the national health system	46. Reducing excessive work hours	68. Acceptance of criticism
3. High experience of relevant officials	25. Alignment with economic, social, and health policies	47. Improving working conditions	69. Analytical ability
4. High decision-making ability of officials	26. Priority of execution in social responsibility activities	48. Reducing working hours	70. Emotional control
5. Continuous attention to recruiting new employees	27. Emphasizing social responsibility in human resource management	49. Preventing work overload	
6. Accountability and transparency of activities	28. Preventing work in unsafe environments	50. Material and spiritual support for social programs	

Phase 3: Searching for Selective Codes: In this phase, the researcher sought to identify a theme during data and code analysis. Incomplete or irrelevant codes, as well as duplicates, were set aside, leaving 70 selective codes (Table 2).

Phase 4: Formation of Organized Themes: In the next phase, the formation of organized themes took place. In this

phase, a set of themes was created and reviewed. This phase included two steps: reviewing and refining, and shaping organizing themes. The first step involved reviewing at the level of coded summaries, and the second step examined the validity of the organizing themes in relation to the dataset. In this phase, the researcher identified 16 organizing themes. The organizing themes are presented in Table 3.

Table 3

Organizing Themes

Basic Themes (Initial Codes)	Organizing Themes
Selection of talented individuals for managerial positions, high experience of relevant officials, high decision-making ability of human resources officials, continuous attention to improving the recruitment of new employees	Selection of managers and employees based on experience and efficiency
Implementing anti-discrimination policies, implementing reward and compensation systems in performance plans, ensuring timely payment of legal dues and overseeing it, providing low-interest loans, providing welfare services in the form of vouchers, allowances, and incentives, offering job promotions, improving employee welfare and health through long-term and short-term planning	Providing welfare services with a focus on justice
Sustainable organizational commitment to health, organizational commitment to creating vitality among employees, commitment to improving employee welfare and health, ensuring employee safety during entry and exit	University's commitment to employee welfare and health
The university's attitude toward employees, managers' and officials' attitude toward employees, employees' attitude toward the university	Dominant perspective in the university
Placing socially responsible programs on the university's meeting agenda, considering social responsibility toward employees as a primary organizational need, guiding organizational activities with an emphasis on social responsibility based on employee welfare and health	Having a policy on social responsibilities related to employee welfare and health
Supporting the national health system, aligning with economic, social, and health policies, prioritizing the execution of approved social responsibility activities concerning employees, emphasizing social responsibility in human resource management through legal references	Regulations governing the university in terms of employee health and welfare
Ensuring the absence of work in unsafe environments, incomplete utilization of employee skills, role conflict between tasks and abilities, lack of balance between employees' interests and their tasks, preventing role ambiguity among employees	Resolving role conflicts in tasks, interests, and abilities of employees
Supporting and involving senior management in health programs, involving the university in social, welfare, and health activities, voluntary employee participation in planning and implementing health and welfare programs, providing material and spiritual support for social, welfare, and health programs at the university level, offering guidelines and performance frameworks	Supporting and engaging managers and employees in social, welfare, and health programs

Identifying factors that threaten health and welfare, evaluating the impact of risk factors in the workplace, evaluating employees' health status, evaluating employees' welfare levels, evaluating employees' lifestyles, determining the current status of welfare services, awareness of employees' and the organization's strengths and weaknesses	Evaluating the workplace, health, and welfare of employees
Transparency of social responsibility in human resource management procedures, directives and regulations related to social responsibilities, accountability, and transparency of human resource activities	Transparency and accountability of managers
Reducing excessive work hours, improving working conditions, reducing monotonous and exhausting work hours, preventing positive or negative work overload	Improving working conditions to enhance employee health and welfare
Respect for social values and norms, respect for cultural differences, promoting a sense of cooperation among university employees in programs and decision-making, enhancing health culture among employees, creating an ethical environment, training and raising awareness for accepting changes, and providing a foundation for employees' mental and physical health	Promoting culture with respect for employee values and norms
Delegating authority and responsibility, monitoring and evaluating managers individually, creating a monitoring and reward system for executive programs, establishing assessment centers and specialized committees, having a systematic and integrated approach, sharing power within the organization	Creating an integrated systematic monitoring system
Accountability, acceptance of criticism, analytical ability, emotional and anger control	Personal characteristics of managers and employees
Foresight regarding human resources, a constructive and influential view of human resources, recognizing the importance of human resources for achieving goals	Valuing human capital
Research and study related to human needs and creating solutions for employee satisfaction, awareness of employees' legal rights, awareness of successful internal and external models related to social responsibilities	Gaining awareness in various areas

Phase 5: Defining and Naming the Overarching Themes

Next, the overarching themes were defined and named. This phase begins when a satisfactory understanding of the themes has been achieved. During this phase, the

overarching themes were reviewed, defined, and presented for analysis. Ultimately, the researcher identified seven overarching themes, which are explained in the context of the research. Table 4 shows these overarching themes.

Table 4

Overarching Themes

Basic Themes (Initial Codes)	Organizing Themes	Overarching Themes
Implementing anti-discrimination policies, applying reward and compensation systems in performance plans, ensuring timely payment of legal dues and overseeing it, providing low-interest loans, offering welfare services in the form of vouchers, allowances, and incentives, providing job promotions, improving employee welfare and health through long-term and short-term planning	Providing welfare services with a focus on justice	Welfare and health of human resources
Reducing excessive work hours, improving working conditions, reducing monotonous and exhausting work hours, preventing work overload	Improving employee working conditions to enhance health and welfare	
Sustainable organizational commitment to health, commitment to creating employee vitality, commitment to enhancing employee welfare and health, ensuring employee safety during entry and exit	University's commitment to employee welfare and health	Organizational attitude and commitment
The university's perspective on employees, managers' and officials' attitudes toward employees, and employees' attitudes toward the university	Dominant perspective in the university	
Placing socially responsible programs on the university's agenda, considering social responsibility toward employees as a primary organizational need, guiding organizational activities with a focus on social responsibility based on employee welfare and health	Having a policy on social responsibility related to employee welfare and health	Policies
Supporting the national health system, aligning with economic, social, and health policies, prioritizing the implementation of approved social responsibility activities for employees, emphasizing social responsibility in human resource management through legal references	Regulations governing the university concerning employee health and welfare	
Ensuring no work is conducted in unsafe environments, incomplete utilization of employee skills, role conflict between tasks, abilities, and employee characteristics, lack of balance between employees' interests and their tasks, preventing role ambiguity	Resolving role conflicts in tasks, interests, and employee abilities	Efficient management
Senior management's support and participation in health programs, the university's involvement in social, welfare, and health activities, voluntary employee participation in planning and implementing health and welfare programs, material and spiritual support for social, welfare, and health programs at the university level, providing guidelines and performance frameworks	Support and participation of managers and employees in social, welfare, and health programs	
Identifying factors that threaten health and welfare, assessing the impact of risk factors in the workplace, evaluating employee health, evaluating employee welfare levels, assessing employees' lifestyles, determining the current state of welfare services, awareness of employees' and the organization's strengths and weaknesses	Assessing the workplace, health, and welfare of employees	Evaluation and monitoring
Transparency in social responsibility within human resource management procedures, directives and regulations concerning social responsibilities, accountability and transparency in human resource activities	Transparency and accountability of managers	
Respect for social values and norms, respect for cultural differences, promoting a sense of cooperation among university employees in programs and decision-making, enhancing health culture among employees, creating an ethics-based environment, training and raising awareness for accepting changes, laying the groundwork for employees' mental and physical health	Promoting a culture of respect for employees' values and norms	Promoting culture

Delegating authority and responsibility, monitoring and evaluating managers individually, establishing a monitoring and reward system for executive programs, creating assessment centers and specialized committees, having a systematic and integrated approach, sharing power within the organization

Accountability, acceptance of criticism, analytical ability, control of emotions and anger

Foresight regarding human resources, a constructive and influential view of human resources, recognizing the importance of human resources for achieving goals

Creating an integrated systematic monitoring system

Personal characteristics of managers and employees

Valuing human capital

Personal characteristics

Based on the results, the social responsibility model based on the health and welfare of Mazandaran University of Medical Sciences employees includes the themes of human resource welfare and health, personal characteristics, promoting culture, evaluation and monitoring, efficient management, organizational attitude and commitment, and policies.

Phase 6: Mapping the Theme Network

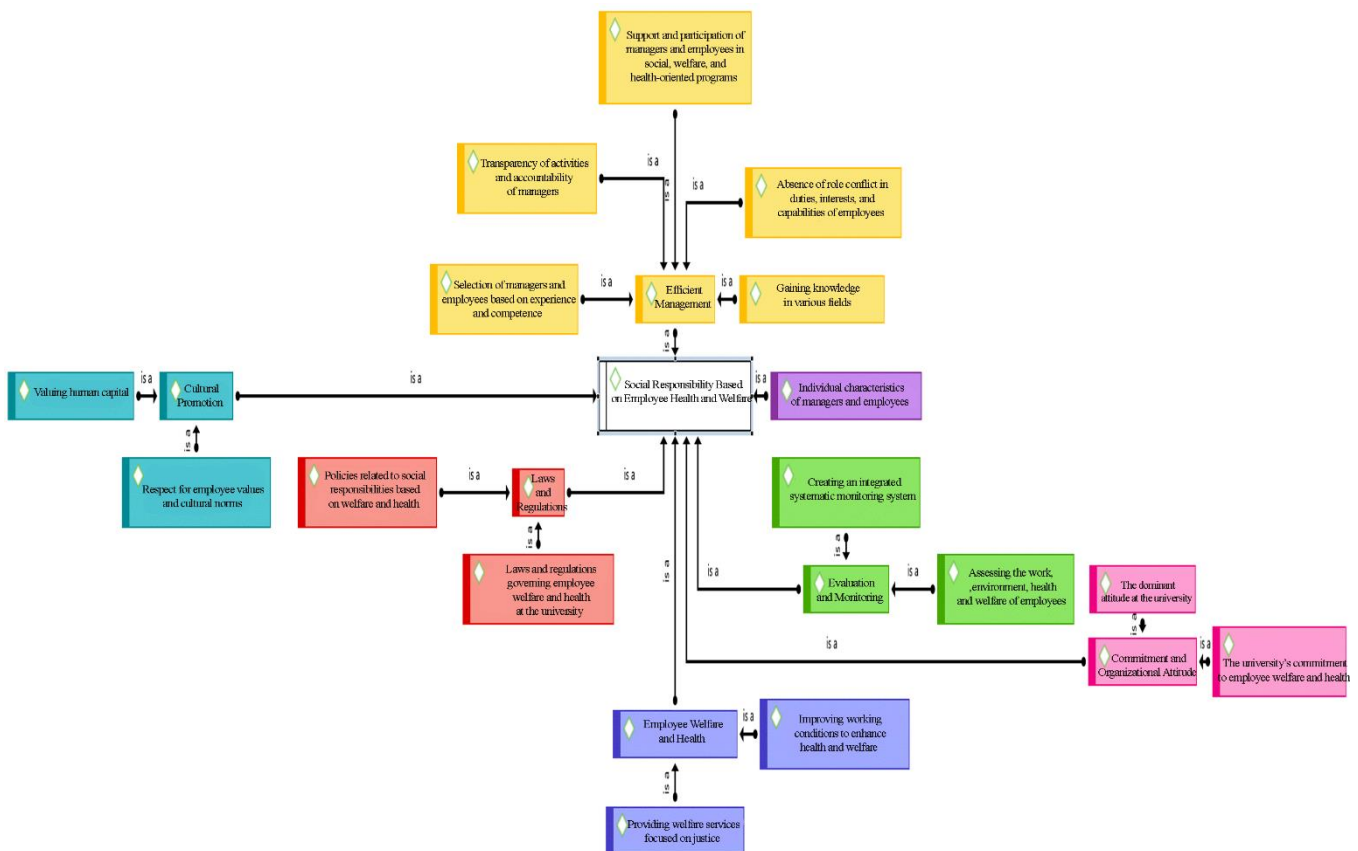
Finally, one of the tools in thematic analysis is the mapping of theme networks, which facilitates structuring and visualizing the themes and aims to understand the subject or discover new ideas. Based on the overarching and organizing themes obtained from the analyses, the

conceptual model of the research was developed, and the network was illustrated as seen in Figure 1.

Based on the thematic analysis results, 16 categories were identified, including the proper selection of managers and employees, providing welfare services, commitment, attitude, having a policy on social responsibilities, laws and regulations, role conflict resolution, support and participation, evaluation, transparency, improving working conditions, promoting culture, supervision, personal characteristics, valuing human capital, and awareness, all of which contribute to designing a social responsibility model based on the health and welfare of Mazandaran University of Medical Sciences employees.

Figure 1

Theme Network



4. Discussion and Conclusion

The present study aimed to design a social responsibility model based on the health and welfare of employees at

Mazandaran University of Medical Sciences. According to the results, 16 categories were identified, including proper selection of managers and employees, provision of welfare services, commitment, attitude, having a policy on social responsibilities, laws and regulations, resolving role conflicts, support and participation, evaluation, transparency, improving working conditions, promoting culture, supervision, personal characteristics, valuing human capital, and awareness. These categories were organized under themes such as human resource welfare and health, personal characteristics, promoting culture, evaluation and monitoring, efficient management, organizational attitude and commitment, and policies. These findings are consistent with prior studies (Ahmad et al., 2023; Ahmed et al., 2020; B. J. Kim et al., 2018; H. Kim et al., 2018; Macassa, 2019; Macassa et al., 2017; Macassa et al., 2021; Niazi Tabar, 2017).

In explaining the results, it can be stated that social responsibility is an organizational obligation to make responsible decisions and take actions in line with societal goals and values. Currently, social responsibility is viewed as a continuous commitment to ethical behavior and contributing to the social and economic development of the community where the organization operates, by improving human welfare through community engagement. This is seen as a strategic advantage that enhances employee welfare (Guo et al., 2021). Moreover, social responsibility also focuses on strategies and practices to improve the health and welfare of employees (Macassa et al., 2021). Given the potential impact that medical universities can have on the welfare and health of their employees and the communities they serve, social responsibility is crucial for the overall welfare and health of employees (Nwobu, 2021).

Based on the findings that human resource welfare and health, personal characteristics, promoting culture, evaluation and monitoring, efficient management, organizational attitude and commitment, and policies were identified as factors related to health- and welfare-based social responsibility in medical universities, it can be stated that employees at medical universities gain confidence that the hospital considers the welfare and health of all. This is especially true when social responsibility is seen as part of the ethical considerations of the organization. The findings align with the research of Ahmad et al. (2023) and Kim et al. (2018), which indicated that an organization or medical institution, under its social responsibility strategy, undertakes various policy interventions to improve employee welfare and health, such as providing flexible

working conditions and necessary resources (Ahmad et al., 2023; B. J. Kim et al., 2018). Furthermore, not only does the manifestation of social responsibility in a medical setting improve employee welfare and health, but it also aids in understanding this relationship. In this regard, improving the welfare of medical university employees as a result of social responsibility enhances their mental health, helping them resist burnout in the hospital setting (Ahmad et al., 2023).

Thus, programs related to social responsibility stimulate improvements in health, the environment, and participation in educational activities and serve as fundamental mechanisms for enhancing employee and community welfare and health (Brew et al., 2015). Therefore, it can be mentioned that medical universities that promote safety and health management practices, ensuring factors such as individual and cultural characteristics, human resource health and welfare, proper monitoring, and favorable regulations and working conditions, benefit from increased employee participation, as the organization demonstrates concern for their well-being.

Overall, it is argued that organizations, including medical universities, are increasingly interested in how social responsibility strategies can help them engage and satisfy current employees, attract new staff, retain customers, and, most importantly, enhance their brand image to improve employee health and welfare (Yousaf et al., 2016). The explanation of the results can be based on social identity theory and organizational identity mechanisms, which are widely used to explain individual responses to social responsibility (Gond et al., 2017). Social identity theory assumes that individuals are likely to identify with an organization they perceive as highly reputable and with an attractive and positive image. For example, Gond et al. (2017) suggested that employees who held a positive image of the organization were more likely to remain in it (Gond et al., 2017). Similarly, Jain et al. (2011) reported that employees perceive both internal and external social responsibility as effective tools for improving social relations and promoting employee welfare and health (Jain et al., 2011).

Thus, it can be stated that social responsibility presents a unique opportunity for Mazandaran University of Medical Sciences to develop frameworks for managing and mitigating potential psychosocial risks by improving the psychosocial environment at both employee and organizational levels. A better understanding of how social responsibility impacts employee health and welfare may also

be important for other types of organizations and medical universities across the country.

The results showed that the social responsibility model based on the health and welfare of employees at Mazandaran University of Medical Sciences encompasses factors such as human resource welfare and health, personal characteristics, promoting culture, evaluation and monitoring, efficient management, organizational attitude and commitment, and policies. This study faced some limitations. One limitation was the lack of control over the psychological conditions of respondents during interviews, which may have influenced the results. Moreover, the lack of similar research in this area made it challenging for the researcher to find studies that directly addressed the topic, despite extensive efforts. Therefore, it is suggested that similar research be conducted in other medical universities across the country. Additionally, future research should aim to confirm the proposed model using quantitative methods. Furthermore, it is recommended that the administrators of medical universities pay more attention to social responsibility dimensions and activities aimed at improving the health and welfare of their employees and incorporate these activities into their long-term planning. Moreover, medical universities should integrate social responsibility programs into their organizational processes.

Authors' Contributions

Authors equally contributed to this article.

Declaration

In order to correct and improve the academic writing of our paper, we have used the language model ChatGPT.

Transparency Statement

Data are available for research purposes upon reasonable request to the corresponding author.

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Declaration of Interest

The authors report no conflict of interest.

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Ethical Considerations

All procedures performed in studies involving human participants were under the ethical standards of the institutional and, or national research committee and with the 1964 Helsinki Declaration and its later amendments or comparable ethical standards.

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