BUILDING BRIDGES: THE INTEGRATIVE POWER OF PUBLIC RELATIONS IN SHAPING AZAD UNIVERSITY'S SOCIAL RESPONSIBILITY FRAMEWORK

[1]**Mohammad Reza Hosseini and** [2]**Sara Farahani Zadeh**

Article Info	Abstract
	Organizations emerge in response to the overarching and societal requirements, shaped by the collective and social needs of the public or specific groups, often articulated by the visionary founders. This intrinsic connection between organizations and the broader socio-economic fabric underscores the dynamic interplay between general needs, social dynamics, and the deliberate initiatives of organizational creators. Understanding this symbiotic relationship is pivotal for navigating the complexities of organizational development and sustainability. This paper delves into the fundamental premise that organizations are established to fulfill specific societal demands, whether arising from a widespread recognition of public needs or the visionary aspirations of their founders. By exploring the genesis of organizational entities, we gain insights into the intricate balance between the evolving demands of the public sphere and the intentional initiatives that lead to the formation of diverse organizational structures.

INTRODUCTION

Basically, an organization is created according to general and social needs. This need can be felt by public or a specific group, or presented by organization founders. What is obvious is that the basis of founding an organization requires the production of goods or providing services to the society with this view that goods or

Abbreviations:

CSR, Corporate social responsibility; **KLD,** Kinder Lydenberg Domini; **SRI,** socially responsible investing; **SR,** social responsibility; **UNESCO,** United Nations Educational, Scientific and Cultural Organization.

Services have public demands, and organization gains a result and outcome by producing them. On the other hand, a society has different needs, and is ready to secure them by paying prices.

Spending these sums could be a stimulus for organizations that are inside the society (or even outside it) to gain income and secure these needs. If the social needs are bigger and deeper, the possibility of income increase and organizations expansion would be greater. This happens only when organizations that want to achieve their goals, had to connect with different groups of society, and oblige themselves to provide their needs. In this case, we

[1,2] Science and Research Branch, Islamic Azad University (IAU), Department of Media management, Tehran, Iran.

can say that in fact neither organization can separate itself from society, nor society can live without organization. What is obvious is the rate of big organizations influence on society, and this fact that they have greater influence on small organizations. In addition, Public relation is one of the most important factors of social communication. Participation in social life is a historic phenomenon, and it exists from the creation of the society. But this issue was not as important as today's world. So in this regard:

1.   As Dorkim says, today's world is the world of participation. People today act in a coordinated member1 world.

2.   Participation is an essential factor, not even in social life, but in cultural and political life of today's world. New researches confirmed that in one part, higher participation leads to more satisfaction. On the other hand, participation is an inevitable necessity of human life to build society.

3.   Public relation from one part by providing productive and distributive justice leads to better and more understanding of organization. On the other hand, transferring information and paying attention to its correct consumption, leads to manifestation and concurrence. Concurrence is known as substituting ones potential by others. The condition for its achievement is related to understanding the problems of organization or group, understanding issues, accepting them and transferring acceptance from wisdom realm to emotional domain.

 We knew that Dorkim differentiated two kinds of coordination from each other mechanical and organic. In member coordination or organically coordination, human beings are completing each other. The expert period has begun, and the need to participate is one of the important factors of human participation. If one group does not participate, it will lead to the paralysis of all systems. Without public participation, no organization or system will be successful. It pays attention to correctness and speed of information production, and information data will lead to social confidence (valid and possible data gathered), then social participation will be created as an essential characteristic of new society by means of public relation. In order to achieve social goals, and utilize social responsibilities of public relation, secrecy, the necessity principle, imitation and justification principles exist, and they should be recognized by public relation. It appears that public relation and its officials remember the mythical parable of Hermes. Hermes is a mystical figure that is full of life, and distributes knowledge. He transfers Message and moves it to deep masses so he can distribute brightness and creates knowledge. Public relation officials are like a bridge between organizations and people. They are knowledge distributors who can free people from ignorance and darkness. Knowledge in Hegel is considered as freedom. So, in this point of view, public relation officials can free people from darkness, ignorance, in fraud thoughts, knowledge is similar to cure. When someone can open unconscious part of wisdom, and access to conscious part of wisdom, he is moving in cure path. Also they bring with themselves a lot of social participation and satisfaction. Wherever knowledge is people participate in it and with the help of knowledge there would be more satisfaction (Sarookhani, 2006). The Islamic Azad University (IAU) is an innovative research-centered university which helps students to employ. It is progressive in economic, social and cultural growth and expansion. IAU is an advanced university in science, theory, and thought throughout the world. IAU is equipped with advanced research and technology centers according to international standards. It is responsive to new expectations of society, and influential in valid international assemblies. The graduates of IAU are the future human investments who can build the society. The main mission of the IAU is expanding the boundaries of knowledge, expertise and research of experienced forces, which are innovative, thoughtful, and obliged in different aspects of science and technology, innovative and wise to increase the quality of university life and expand the great Islamic culture and religious values. The IAU is committed to: Distribute the moral values to preserve human generosity, social justice, present thoughts according to Islamic perspective, regulation, conscience, honesty in doing tasks, innovation and creativity in training, wisdom, responsive to shareholders expectations, free thoughts, and criticism and problem solving, emphasis on increasing

the quality of educational process, learning with the aspect of organizational learning. Scientific acceptability in national and international arenas, continual exploits from best consumption and preserve the environment. One of the influential and main sections in the IAU is public relation. The information and public relation center of IAU with the goal of presenting information to all sections of the university has structures and instructions; public relation struggles to have a positive role to achieve social responsibility goals by beneficial utilization of financial sources, experienced man power, attitudinal, perceptional, and environmental challenges. This article tries to answer the question: "what is role of IAU in achieving of its social responsibility? Is negative or positive role? At the end, it has been that public relation has positive role in social responsibility of University with use of, priorities of individual experience, management challenge, technologies changes, attitude challenge, environmental factors and financial factors.

LITERATURE REVIEW

Corporate social responsibility (CSR) has permeated 10 Afr. J. Bus. Manage. Management practice and theory to a point where CSR can be referred to as the latest management fad (Guthey and Langer, 2006), However so far CSR integration into business processes has been very uneven. (Hockerts 2008) for example, finds that most firms conceptualize CSR as a tool to reduce risks and operational cost. Many authors try to clarify social responsibility; Lee (2003) in her research (A new method for evaluating the quality of corporate social responsibility codes of conduct) with use of behavioral codes has presented two theories about social responsibility of organization. The first theory is the primary beneficial theory. This theory deals with beneficial activities that their strategy is helping the others or beneficial funds with the goal of gaining reputation for the organization. The second theory is social responsibility theory. This theory deals with beneficial and voluntary activities in the society, too. Its strategy is to reduce external factors, and with the goal of reducing the risk of policy change. By paying attention to the dominant theories in these models, the researcher thought about these models to design the conceptual public relation and social responsibility model, and the dominant theory in combination with research. Langat (1997) in a research with the title "Strategies of university public relation" presented the backgrounds of public relation and theory and concept frameworks of it. Also, he made complete evaluation about activities of public relation in that university, and this research is a very proper principle for study. Barnea and Rubin (2005) in his research (Essay on corporate social responsibility), has examined KLD11. Kinder Lydenberg Domini (KLD) is a source for organizations that expand different social responsibility strategies in the society. The word "KLD" is an original source, because it consists of a system of different organizations that have a role in activities related to social responsibility in a vast scale. In fact, it identifies the rank of organizations according to the extent of their role in social responsibility. He believes that KLD presents different kinds of social responsibility variables of organizations as a format to identify theories of social responsibility strategies. The first paper explores the role of socially responsible investing (SRI), making investment decisions according to both financial and ethical criteria. We analyze the effect of SRI on the investment decisions of firms that fail the screen ('polluting' firms) and on their decisions to adopt a CSR-approved technology. The second paper further explores the role of SRI in a richer theoretical framework. In fact, a 2007 survey by food services company Aramark found that, 83% of customers wanted nutritional information in the restaurants they dined at. The restaurant industry looks at the difficulty of meeting these expectations and argues that customers will not order the healthy choices they say they want. Instead of taking the lead and working with customers to reinforce their stated values, these businesses run the risk of continued hostile scrutiny and regulation. On the other hand, if a company clearly pledges to enforce standards, openly sets goals to improve upon its current abilities, while inviting and involving customers another stakeholders, then transparency actually improves relationships that were once adversarial. We model a capital market in which some investors get direct

utility form owning firms that spend on CSR. We also assume different categories of firms: those with good CSR fundamentals and those with poor CSR fundamentals. The third paper argues that insiders (managers and large block holders) who are affiliated with the firm may want to over-invest in CSR for their private benefit since it improves their reputation. We test this hypothesis by investigating the relation between firms' CSR ratings and their ownership and capital structure. We employ a unique dataset that sorts' 3,000 US corporations according to their social record. We find that insiders' ownership and leverage are negatively related to the social rating of firms, while institutional ownership is uncorrelated with it. These results support the hypothesis that CSR is a source of conflict between different shareholders. Labord (2005) with the title of "Corporate public relations practitioners' perceptions of program evaluation and encroachment effects" in communication faculty of Florida public university in USA. The results of his researches showed that practitioners who do not measure their results, do not act according to their decision making or advising roles. Also, in order to protect in front of encroachment effects, practitioners of communicative organizations should recognize this issue that how they can measure their activities effectively, and prove their bosses that they are valuable. Heath and Ryan (1989) in University of Houston worked on one issue "Public relations role in defining corporate social responsibility" said that, modern corporate executives often find themselves caught in dilemma that business titans of the past seldom faced. Corporate leaders during the 19 and early 20th centuries had one obligation: to maximize profits. Today's managers must maximize profit, but they must act responsibly often find special interest group advocates and regulators ready to force compliance with demanding ethical standards, the most recent of which is required notification of plant closing. Corporate executives who must earn profits and maintain harmony with their environments have three options: They can try to create the appearance of behaving in a socially responsible manner through image building, which typically implies more than substance: they can strive for moral rectitude, which assumes that a set of universal standards can be stated and implemented (a lofty, but perhaps too idealistic, goal): or they can try to identify various public's interest and then develop and implement policies consistent with those interests. Social responsibility (SR) is best defined by Khurram Naayab who states that corporate social responsibility is the concept that an organization is accountable for its impact on all relevant stakeholders. It is the continuing commitment by business to behave fairly and responsibly and contribute to economic development while improving the quality of life of work force and their families as well as of local community and society at large"(Ward et al., 2002). This definition most accurately defines CSR because it limits the boundaries of CSR to an organizations impacts, it specifies relevant stakeholders meaning that not all groups in society are considered stakeholders, and describes it as a commitment to both services development and quality of life, which must both be considered, otherwise organizations cannot effectively engage in CSR. To ensure long term survival, organizations must re-define their role in society. Organizations must re-contextualize themselves within a broader framework that includes governments and public. Organizations specifically need to be responsible for their impacts of services and goods they produce, the processes used to create the services and all intended and non-intended consequences of their operations. They must also be responsible to allocate and use appropriate resources to mitigate the impact that their activities have both inside and outside of organization (Wilson, 2002). CSR is a concept that is gaining more credence in the eyes of corporations, government and public. Although this concept is not new, the way it is articulated changes with the dynamic relationships of these three sectors in society. It is concept of corporate values, which affects actions, impacts and expectations that change depending on context (Schuh, 2002) SCR is very high on corporation's agenda in recent years. CSR means different things to different stakeholders but generally refers to serving people, communities and the environment in a way that goes beyond what is legally required of a firm (Barnea and Rubin, 2005). "Derek French" and "Hiner sawerd" in the "management culture" book in regard to social responsibility wrote: social responsibility is a duty which is

related to private institutes. That means they should not have a negative effect on the social life that they live in. The extent of this responsibility has not been defined, but it consists of duties like: untainted, indiscriminate employment, eliminating the immoral behaviors, and informing the consumer from the quality of products. Also, it is a responsibility based on positive cooperation among people in society (Bamey, 1992). Robinson in this regard states: "Social responsibility is one of the responsibilities and obligations of organization to benefit the society to the extent that the primary goal of maximizing profit will be elevated. Keith Davis believes that: social responsibility is a kind of sense of obligation by the managers of private commercial organizations, and they should decide wisely so that after gaining profit for the institute, the level of overall social welfare will be increased (Davis and Fredrick, 1984). Many of processes required to effectively engage in CSR are already in place within corporations. They key processes are strategic planning/decision making, policy creation, reporting, communications systems (including risk communication), monitoring and auditing and verifications. These processes may require some modification to include additional consideration, but the process would likely remain similar. Therefore, the actual day-to-day operational changes required to engage in CSR may be minor, as the changes necessary to the process that determine day-to-day operations may also be minor. David Schilling notes that, for independent monitoring to work, corporations will need to give up some degree of control. This is the single most difficult challenge for companies who want to control monitoring (Schilling, 2000). Although, Schilling refers specially to monitoring, the same is true of key processes required for CSR to work within a corporation. The non-profit research and consulting organization business for social responsibility, has listed the major drivers for CSR. (1) Improved financial performance, (2) reduced operating costs, (3) enhanced brand image and reputation (4) increased sales and customer loyalty, (5) increased productivity and quality (6) increased ability to attract and retain employee, (7) reduced regulatory oversight, (7) reduced regulatory oversight and (8) access to capital (business for social responsibility). Also, governments can encourage corporations to engage in social responsible practices. The UK Cabinet Office has created a table showing the variety of approaches available to governments in encouraging corporations to voluntary become more socially responsible. Table 1 (Bondy, 2003) includes both incentive and disincentive mechanisms for encouraging corporations to engage in voluntary initiatives for CSR.

The issue of government involvement in voluntary initiatives has been explored in detail by the UK Cabinet Office, and although some of the examples used to highlight the different policy interventions are specific to the UK, the information in the Table 1 is applicable to any democratic nation with a free market economy.

These groups have differential impacts on corporations and the decisions made about them. For instance, Group 3 pressures/drivers are important in terms of the operating condition of the corporation; however, the corporation has more flexibility to determine whether to respond to the pressure/driver and to what degree. Therefore, they are not bound by Group 3 pressures/ drivers in the same way as they are by Group 1 pressures/drivers. Group 1 /drivers have a direct and very influential impact on the day to day operations of the corporation (Fombrun, 2002). The organization responsibilities should not just be effective, and their responsibilities should do service to the society that they operate in (Mitchell, 2004). So we can say that in fact neither organization can separate itself from the society, nor the society can live without organization.

Investigating organization interactions with society enable us to define enormous network of people and organizations which have direct role on people's lives. The above mentioned effect causes all people in society

Table1. Spectrum of policy Intervention (Bondy, 2003).

Group 1 – hands-off approach

Safeguards only	Guarding against misleading claims, for example, dETR's green claims code
General awareness-raising	Raising public awareness about VIs [voluntary initiatives] without direct support for individual schemes
Group 2 – Enabling framework	
Work to ensure supportive international environment	Improving the legal regime, securing buy-in particularly from developing countries, promoting mutual recognition or harmonization
Highlighting and advising in best practice	Providing advice and highlighting best practice, for example, DEID support for Resource Center for Socially Responsible Business: DTI's support for PWBLF's INSIGHT scheme
Standard-setting	Government participation in defining voluntary standards, for example, EU eco-labeling scheme, DTI's participation in SIGMA scheme with BSI
Providing grants or loans	Support via grants or loans, for example, DFID funding for the eti
Leading by example	Such as through government procurement
Group 3 – Strong intervention	
Mandatory reporting	Requiring companies to report on performance in relation to SHE outcome and/or label their products, for example, EU Energy label
Requiring adherence to process guidelines in Vis	Government requires adherence to process guidelines, for example, requiring independent verification of codes
Signaling Vis to be used as evidence of compliance with general statutory obligations	For example, voluntary codes used to demonstrate compliance with health and safety obligations
Threatening alternative measures	Government threatens more binding measures if participation in a VI is not forthcoming
Direct financial incentives to adopt specific standards	Government provides tax and other financial incentives for participation (including withholding privileges, export credits, participation in trade missions)

Consider themselves as part of organization and ask for its responsibilities (Griffin, 1988). Groups of society and organization need it because of its missions and goals (Stoner and Freeman, 1992). Primary interactions of organization with society includes all direct communications that are necessary to organization for performing primary goals to present products or services to society. Combination of primary and secondary interactions of organization with society creates the interactional model of organization with society. According to Figure 1, the

Figure 1. The interactional model of organization and society relation

primary interactions that operate in market, depicted in the left part and secondary interactions that do not operate in market depicted in the right part. What can be concluded in this interactional model are:

(1)   Organization: in decision making, it divides the energy among these groups whether primary or secondary. All organizations whether big or small, have similar performance in this regard, but the difference is that the extent of influence of each different entity of society on organization, and the extent of their influence from organization is different from each other.

(2)   Acception of organization from society (its legitimate activity and existence) depends on the performance of organization in the scope of primary and secondary interaction with society. The interactional model of organization and society, expresses the overall and principal role of organization in society. The abovementioned model emphasizes this issue that the decision makers of organization should act wisely to sustain and improve public welfare of society with their benefits. The main effect of this paper will be the increase of life quality in each person in vast scope. One of important department of each organization that can interact well with society is public relation department. Public relations increases organizational effectiveness and practitioners regularly evaluate results of their divisions' work
(Ricky, 1993).

 (Ferguson, 1998). Public relation consists of:

1.   Information which is given to people

2.   Encouraging efforts to change attitudes and people's behavior

3.   Struggle to coordinate attitudes and activities of one institute with audience and, on the other hand attitudes and audience activities with an institute.

As it was illustrated in figure 1, the first interactions which take place in bazaar depicted in the left, and the second interactions that do not occur in bazaar depicted in the right. What can be deducted form this interactional model is?

1.   Organization: In decision making moments, divides its energy among all of these groups-whether primary or secondary.

2.   Manegers of manufacture or commercial companies: To that extent that they should have necessary experience in economic and financial interactions, they should have social and political expertise, because no one of this expertise is enough when it is considered alone.

3.   Acceptance of the organization by society (legitimacy of its activity and existence) depends on the organization activity in the scope of primary and secondary interactions. A car maker company by providing suitable and profitable price may be considered a successful company, but if its manufactured cars are lower standards it will be faced with public discontent. Allen Biro presents public relation activities according to these cases:

1.   Presents information which should be given to people and inform them about social activities of mentioned company

2.   Struggles to give information to public so that change in people's behavior and understandings occurs 3. Or it includes all efforts that is aimed at coordinating behaviors and activities of one unit or party and people that are related to that unit or party. So, public relation is a very complex element. Public relation complexity in one aspect is related to its multidimensionality, and on the other hand with its different internal obligations. From another view point, public relation is known as managing the relationship between internal and external elements of an organization (Sarookhani, 2006). A number of theories have thus resulted to explain the practice. Dyson (1987) Teleological Theories, view public relations in universities as directed towards a general social purpose. The theories argue that, public relations is spurred on by the political aim of making academics accountable for use of large resources which they are entrusted, and for the quality of their teaching and research. Instrumental theories contrary to Teleological Theories of University public relations, Dyson (1987) states that instrumental theories (also known as capture theory) view public relations in universities as the instrument of some narrow social group pursuing its own interests rather than pursuing a public purpose. Public choice theory, this theory further pushes the notion of academic dominance. It portrays university public relations as a juggling of power relations among academicians. The proponents of this theory regard departments and individuals who have both the incentive and the capacity to dominate as benefiting at the expense of the others. Administrative theories, these theories according to Dyson (1987) stems from the notion that public relations involves the development and implementation of strategies, procedures, rules, and conducted by bureaucratic structures, and has to solve a variety of problems for public relations to succeed. Evaluation that proves public relations value and is acceptable to senior management can be expected to define against or discouraged encroachment onto the public relations function. Encroachment within a company is the assignment of non-public personnel to manage the public relations function or the takeover of public relations tasks by non-public relations departments (lauzen, 1991, 1992). Broadly, systems theory promotes an understanding of how interrelated corporate subsystems constitute a whole system or company that is a changing environment (Broom and Dozier, 1990; Cutlip et al., 1985). The distinguishing characteristic of a system according to Almaney (1974) is the structure and pattern of interaction (or communication) between a system's subunits and the resultant interdependence among them? In other words, wherever two subsystems meet in a company, communication must occur for these subsystems to cooperate with one another (Wiio et al., 1980). Almaney (1974) considers a system ultimately to be "communication network". Public relations make communication happen in a system. This communication is vital to the "smooth operation of the total system" because it integrates all subsystems, maintains the internal stability of the total system (that

is, company) with the external environment (Almaney, 1974). Thus, public relations heavily influences how well the overall system functions (Almaney, 1974; Broom et al., 1997; Creeden, 1993). As a basis for understanding the manner of practices in organizations and in universities in particular, it is apparent that one examines the various model that have been employed by practitioners over a period of time. A model as defined by Grunig and Grunig (1992) refers to a "pattern of behavior that characterize the approach taken by a Public relations department or individual practitioner to all programs, or in some cases, to specific programs or campaigns". These models reflect the interpretation and perceived communication roles of public relations practitioners (Sweep et al., 1997; Barney and Black, 1994). Grunig and Grunig (1992) states that, different times in history stressed different aspect of models based on their perceived role of public relations, the Grunig models are comprised of, (i) The press a gentry/publicity model, (ii) the public information modeled, (iii) the two way asymmetrical model and (iv) the two way symmetrical. Public relations scholars who have studied university phenomenon have acknowledged existence of complexities arising from their uniqueness as opposed to other formal organizations and business enterprise. Public relation and social responsibility, by paying attention to the importance of public relations, many people emphasize its pivotal role. According to their thought, public relation is not created at the sidelines of an office, or any organization. Public relations interfere in producing or providing services, and order the organization how to produce, and when to produce, and which damage to remove. So, public relations are the honest factors in transferring thoughts from organization to people and from people to organization. In this case, Dr. Majid Notghi writes: public relation is in the context, and it is not marginalized. It is a necessity not a luxury, and it is inside management not outside of it. So, we have the right to say that each management deserves the public relation it possess. On the other hand, we can rightfully say that without considering the thought and opinion of public relation practitioners, no planning would be possible. So, we can accept that public relations are an art, because it depends on strong intuition of practitioner, and it is a science because it is founded on the grounds of scientific data. Also, public relation is an experience, because it requires the accumulation of experimental expertise. Based on the above review and study of literature, this study presents a conceptual model in which the relationship between components of public relations and their role in creating the appropriate framework for achieving social responsibility has been investigated (Figure 2). As can be seen in figure 2, this model reviews the direct relation and effect of public relation and its dimension that collectively shaping the outcome of public relations, on organization (Azad university) social responsibility and its components such as: social factors, business factor, manpower factor and governmental and environmental factor. Looking at the conceptual model and description of its components in the study, operational model and research variables are presented in Table 2.

Research Method

In this research, the researcher deals with the role of the IAU to achieve its social responsibility goals in a special way. In this case, by using structural equations model, the researcher can clarify the

impact of public relations to social responsibility. By paying attention to this fact that the goal of this research is to identify the role of the IAU to create proper ground to achieve social responsibility goals, this research method is co-relative. The sampling method is random sampling and which is society accessible. As figure 3 shows, the study statistical populations are: 1) Staff and officials of public relation sector of 30 very big units according to central organization rating, 2) Faculty members, professions and opinion holders in Tehran big branches, and 3) Students of communication and media management in Tehran big branches. The measurement tool for this research is two questionnaire that identified by experts of kronbakh Alpha and interview method is open and closed. According to the compilation method, the information in this research is descriptive and co-

relative study (corelative matrix), and is possible according to structural equation model research. On the other hand, the IAU was established when Iran had many problems in higher education, so it is now considered as a turning point to increase the educational levels of young students. This university without any governmental budget has around 1.6 million students, 3.7 million graduates, more than 30 thousands faculty members, 33 thousands personnel, 400 branches and university centers, and 20 million square meters educational ground, and it could solve many problems and obstacles in the higher education sector of Iran. The IAU focuses its efforts to respect students and opposes to those who are against increasing welfare of professors and personnel, and paying loans to students. These efforts are considered as good chances to increase social responsibility. Public relation section of the IAU can explain and illustrate the university services to the society and inform them these achievements, so officials, professors, and personnel, students, and graduates of this university with good information, and increased social responsibility and mutual respect can have influential role to clarify public opinion and learn social responsibility. The method of this research is applicative according to the set goal in the research of (Bazargan et al., 2008) because it deals with the role of the IAU public relation center to achieve its social responsibility goals. The information compilation method of this research is descriptive and correlation study (correlation matrix) which is based on modeling structural equations and analyses. So the stages of this research follow like this:

1. First the researcher studies the literature which is related to public relation and dimensions of influential public relations, and extracts all dimensions of it which shape public relation and use it as a questionnaire to measure the role of public relations.

2. In the second stage, the researcher studies social responsibility and after extracting dimensions, prepares these indexes as a questionnaire.

3. In the third stage, the questionnaire distributed among experts so that they express their point of view about credibility and veracity of the questionnaires.

4. After applying all of the experts' points of view and making necessary corrections in the questionnaire, an initial sample created and its veracity and credibility examined according to the Alfa Kronbach method. Later the credibility of this research studied through explorative and confirmative examination.

5. At the end, after the credibility and value of the questionnaire was confirmed, the researcher uses the structural equation model making method to study the hypothesis of the research (the mentioned model will be provided in the course of this work), so that he can study the role of the IAU public relations to its social responsibility and dimensions.

6. Because the goal of this research is to study the role and dimensions of the IAU public relations to its social responsibility, so we should examine the cause and effect relations between variables and use structural equations model and analyze the way of doing this research. Structural equations model is a comprehensive statistical way to test the hypotheses about relation between observable variables and unobservable variables. So in this research the impact of an independent variable on multiple dependant variables studied, using the structural equation model considered necessary. According to coordinates of statistical society of researcher, we can identify the number of these floors separately. So the statistical society of research is limited, the below formula and Random sampling method is used. The statistical society is heterogeneous; the researcher first distributes its questionnaire in each statistical society and identified the trust and validity of instruments. After that he uses the samples for necessary analysis. Finally 330 from this population selected

Table 2. Pressure/Drives for corporations to engage in CSR (Aaronson,2001,P 14).

Group 1 Internal operating environment

- personal ethics of management
- Decentralized management responsibility(as distinct from decentralized management
- Corporate scandals
- Shareholder / investor pressures
- Consumer pressures
- Demands for increased disclosure
- Corporate governance
- Supply chain
- Corporate Survival

Group 2 internal operating Environment Specific to Individual Corporations

- Improving business as a whole
- Laws and regulations
- Increasing competition
- Technological changes
- Environmental challenges / sustainability
- Competitive labor markets
- Shift from industrial to knowledge based economy

**Group 3 General eternal operating environment**

- Globalization
- Demographic changes
- Changing expectations of society
- Shrinking role of government
- Emerging ethical issues

Group 4 Response strategies

- Reputation management
- Public relations considerations (for example, brand image)
- Societal license to operate
- Cooperation in development
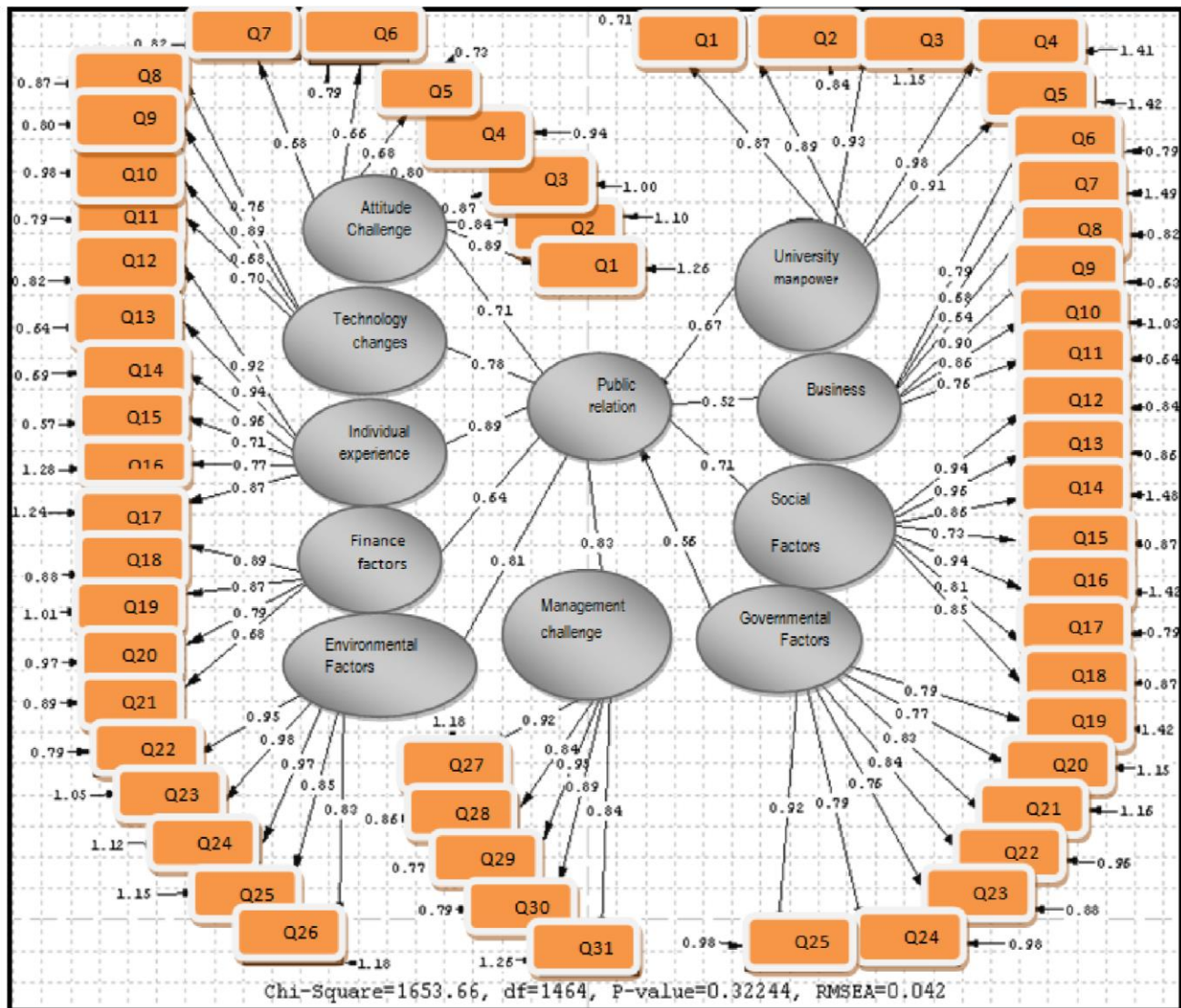
Figure 4. Measuring the role of IAU public relation to create proper ground to achieve its social responsibilitie
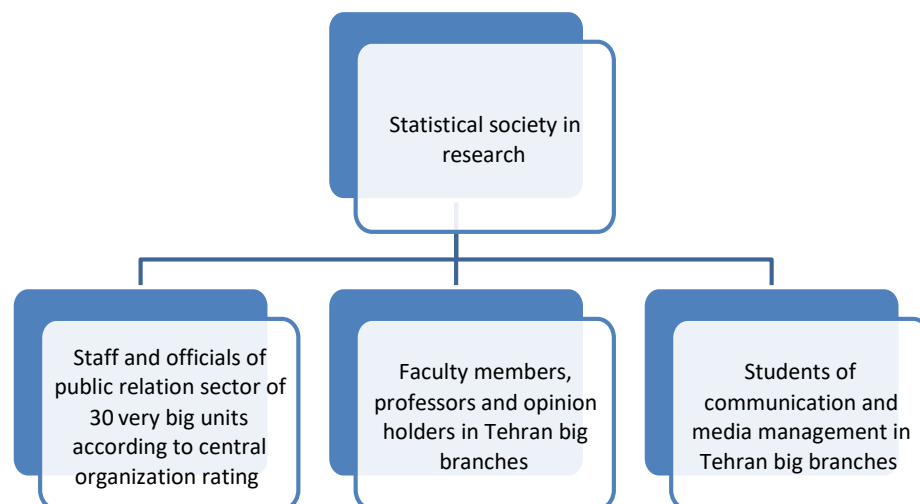
Figure 3. Research statistical population model (Karimi, 2011).

That were 20 staff of public relation, 10 professors and 300 students of communications and media course.

Research findings

As mentioned, for data analysis and test hypotheses were used structural equation methods. Figure 4 shows the results of the test based on the Lisrel software. Based on the results of structural equation method, Table 3 shows the criteria for proper research and observing figure 4 amounts. Analysis is a confirmation factor for role of the Islamic Azad University public relation to create proper ground to achieve its social responsibilities.

After discussing how to calculate the results of elements, and before entering in to the stage of hypotheses tests, we should recognize correctness of the role of the Islamic Azad University public relation to create proper ground to achieve its social responsibilities model. Figure 4: It is necessary to see if the role of public relation model to create proper ground to achieve social responsibility goals is correct or not. So the measuring models of this variable presents, and this work is done by educational structural model. The main question which presented here is that whether this measuring model is suitable or not? In order to answer this question the statistics and other measures for of model should be investigated. According to Lisrel output, the measured amount will be 1653.66, and it shows that if the amount is lower, the presented model is suitable. Tables 4-8 includes all information

Table 3. Criteria for proper research and observing figure 4 amounts (Karimi, 2011).

Index	Evaluating criterion	Current situation
χ^2 (square k)	The smaller the better	1653.66
Df degree Free)	Bigger than zero	1464
χ^2/df	Smaller than	1.129
p-value		0.32244
RMSE (error square)	Smaller than 0.08	0.042
GFI (good fitness Index)	Bigger than 0.9	0.94
AGFI (the adjusted good fitness index)	Bigger than 0.9	0.95

Table 4. Obtained parameters of public relation role results in social responsibility (Table of final path research model karimi, 2011).

The direct relation of variables in the model		Meaningful amount	T amount	Standard mistake	Standardized amount	Final amount
	Attitudinal challenge	0.71	0.780.1	0.10.66	0.780.01>P	30.12
	Technological	0.89	0.1	0.87	0.01>P	32.17
	changes	0.64	0.1	0.60	0.01>P	35.27
	Personal experience				0.01>P	29.31
Public relation	Financial sources					

	Environmental factors	0.81	0.1	0.75	0.01>P	32.14
	Managerial factors	0.83	0.89	0.89	0.01>P	24.33
Public relation with social responsibility indexes	Man power	0.67	0.1	0.65	0.01>P	30.15
	Governmental and environmental factors	0.56	0.1	0.50	0.01 >P	25.71
		0.71	0.1	0.67	0.01>P	31.18
	Social factors					
	Business	0.52	0.1	0.47	0.01>P	24.81

Table 5. The co-relative Pearson test between public relation role and social responsibility goals (Karimi, 2011).

The names of variables	co-relative factors	Significant amount(sig)	Significant relation
public relation role and social responsibility goals	0.68	0.001	exists

Table 6: Summarized stages of statistical testing of research hypothesis (karimi, 2011).

hypothesis	direct	Standardized amount	Significant level	T amount	result
Subsidiary hypothesis 1: IAU public relation has a positive and direct role in social responsibility related to staff, professors and students	direct	0,65	0,01>P	30,15	confirm
Subsidiary hypothesis 2: IAU public relation has a positive and direct role in social responsibility in regard to governmental and environmental factors	direct	0,50	0,01>P	25,71	confirm
Subsidiary hypothesis 3: IAU public relation has a positive and direct role in social factors related to social responsibility	direct	0,67	0,01>P	31,18	confirm
Subsidiary hypothesis 4: IAU public relation has a positive and direct role in social responsibility related to business and users of university services	direct	0,47	0,01>P	24,87	confirm

Table 7. Rating average of public relation factors in Freedman test.

Row	Variable	Rate
1	Individual experience	4.15
2	Management challenges	3.83
3	Technologies changes	3.80
4	Attitude challenges	3.17
5	Environmental factors	2.99
6	Financial factors	2.87

Table 8. The priorities of social responsibility factors on the base of Freedman test are: rating average of social responsibility factors in Freedman test.

Row	Variable	Rate
1	Social factors	3.80
2	Social responsibility about manpower	3.67
3	Governmental and environmental factors	2.97
4	Business factors	2.66

Regarding suitable and worthy variables. So, at the following measuring models, this variable will be presented at society, and this task will be done by structural equation models. By paying attention to the above model, it can be deducted that all of the factors are meaningful because the result of each meaningful exam is higher than 2 and lower than -2, the abovementioned model, is the final model of research. The next outlet shows meaningful parts of factors and parameters of outcomes model, and results of the role of public relation in university social responsibility. In this part, all research hypotheses will be tested by proper statistical exams. The original and subsidiary hypotheses of this research include: The original hypothesis of research; IAU public relation has directed and positive role to achieve university social responsibility goals. Designing H hypothesis Opposite claim: IAU public relation does not have directed and positive role to achieve university social responsibility goals. $H0:\Box\Box0$ Designing H1 hypothesis Claim: IAU public relation has directed and positive role to achieve university social responsibility goals. $H1:\Box\Box0$ By paying attention to SPSS, Pearson co-relative coefficient for these variables is 0.68, the amount of Significant (sig) is smaller than 0.01 and near zero (sig <0.01>) that is smaller than meaningful level ($\Box$=5%, So, $^{H0:\Box\Box0}$ hypothesis is not confirmed in confidence level 95%, this means that there is a meaningful relationship between these 2 variables. By paying attention to the fact that the co-relative coefficient between these two variables is positive, we can say that these two indexes are in the same direction. As can deduct from results of Table 6, all 4 subsidiary hypotheses are confirmed, because the significant level is less than 0.05. Table 6: In the indirect hypothesis no 1, the role of the Islamic Azad University public relation in social responsibility is checked. The statistical results of it shows that by paying attention that the meaningful level is lower than 0/05 there is a direct relationship between independent variables (public relation) and dependant (social responsibility related with public relation staff, professors, and students of communication and media management). This situation shows that in the Islamic Azad University the activities of public relation have positive role in IAU social responsibility. In the indirect hypothesis no 2 the public relation

of in the Islamic Azad University has a positive role in social responsibility in regard to public and environment factors. By paying attention that public-environmental factors has positive and negative impacts on each organization, the exterior environment has a strong impact on the activity of IAU and distrust phenomenon that the manager is faced with. Complexity and change of environmental factors have very important impact on the Islamic Azad University. We can say that the source of more activities, decisions, and results of the IAU is external and internal environment. Islamic Azad University public relation has positive role in regard to social factors related to social responsibility. In this indirect hypothesis, the social responsibility of the Islamic Azad University in regard to social factors and role of public relation to perform these responsibilities has tested. The statistical results of this hypothesis shows that by paying attention to this case that the meaningful level is lower than 5%, the direct relationship between independent variables (public relation) and dependent (social responsibility of the Islamic Azad University in regard to social factors of education and train addressee, informing the problems in the society such as: poverty, dissertation, addiction, corruption and…) exists. In the indirect hypothesis no 4 the role of the IAU public relation in social responsibility in regard to the working factors has been tested. The statistical results show that by paying attention that the meaningful level is lower than 0/.5, there is a direct and positive relation between independent variables (public relation) and dependent (social responsibility related to activities of IAU). By paying attention that the existence philosophy of the

Islamic Azad University and its mission is to expand the boundaries of knowledge, expertise of experienced forces that are obliged in different arenas, the quality of university life has been increased and the Islamic culture and religious values expanded. The IAU has increased the quality of services, new educational and cultural technology for national and international purposes and its beneficiaries. In the main hypothesis of the research, the statistical results of the role of public relation in social responsibility shows that the meaningful level is below %5 and has direct relation and positive between independent variables (public relation) and dependent (social responsibility related to work and IAU). The overall results about indirect research hypothesis indicates that public relation of the Islamic Azad University has a positive role to achieve social responsibility of the Islamic Azad University for (employees, professors, students) public and environmental factors, social factors and the related factors with university activities that includes information making, creating inward and outward communications, encouraging addresses in each part of the university to do social obligations with the role of financial resources, insight challenges in university, to expand the role of public relation to achieve social responsibilities of the university and transferring these responsibilities to inward and outward addresses.

CONCLUSION AND DISCUSSION

Successful and effective public relation depends on many factors. There is a direct and meaningful relation among financial sources, personal experience of public relation staffs, managerial challenges, technological changes and environmental factors and the role of public relation to create proper ground to achieve IAU social responsibility goals. What can be included from the results of this research is that, IAU public relation as one of the biggest personal universities of the world, has an important role in presenting information to 3 million and seven hundred thousand graduates of the IAU to create small business units, and introducing graduates to entrepreneurs, and expanding employment funds. Also by holding direct answer and response between university and faculty officials, it has an important role to improve overall confidence and distributing culture of students. Informing effective international organizations and assemblies like United Nations Educational, Scientific and Cultural Organization (UNESCO) about the number of graduates, and the issue right is that, half of one million and six hundred thousand students of the IAU consists of girls and IAU has an important role to train educated women and educate expert forces in Iran and creates the ground to improve their social participation in political, cultural, economical and social arenas. IAU public relation has suggested the foundation of social responsibility

department in communication and media management faculty to stabilize the culture of responding and commitment of university officials to social responsibility. Also, IAU public relation has an important role in conserving environment, expanding green spaces, beautifying 400 units of IAU in a 20 millionsquare meters ground, using clean energy and increasing the university participation to do beneficial activities. The results of research hypotheses in mistake level is smaller than 0.05 and this show that IAU public relation with use of financial sources, personal experiences, technological changes, positive influence of environmental factors, and managerial challenges has a positive and direct role in social responsibility of university in regard to man power, governmental-environmental factors, social and business factors. It is obvious that theses direct roles are possible with informing, proper responding, inspiring managers, staff, professors, and university students to do social responsibility related with social factors, business and governmental-environmental factors. One of the important results of this research is that IAU public relation has a direct role in reducing negative impact of governmental media, branding and building image for university in society, gaining the trust of audience, encouraging audience and shareholders of university to do beneficial activities, cooperation with government in charity activities, informing students about social problems, encouraging university audience for job making, utilizing innovative technologies in advertisement, encouraging women audience to participate in charity work, informing the audience about conserving the environment, and reducing energy consumption, and keeping university reputation in society. Moreover, public relation of the IAU by using beliefs and values of the pervious public relations, innovative technologies to respond properly to audience, personal experience of staffs and managers of public relation, top university management support, and by using blogs, internet sites and special digital media, has a direct and positive role to achieve social responsibility goals of IAU in regard to its man power, governmental environmental factors, social factors, and business factors. However, IAU public relations can select managers and staffs who are faithful to social responsibility, and its obligations. It can also hold face to face meetings among university officials with professors, students, and staffs to support their rights and solve their problems. Create jubilant environment in university to pay attention to social values and stabilizing social responsibility, holding training workshops to facilitate and improve social responsibility in university, creating proper structures to turn students, professors, and staffs thoughts to positive image, transferring some responsibilities to students, learning how to consume new energies, photolytic, geo- thermal, wind, water energy, and reducing environmental polluters, informing about paying taxes to government, proper and active cooperation with media, improving communication by influential media like television, radio, news agencies, press, and news sites to audience can reflect better image from IAU to society public opinion. To achieving social responsibility goals, we focused on different public relation functions suitable for social responsibility based on (individual experience, management challenge, technologies changes, attitude challenge, environmental factors, and financial factors). Among them, the priorities of public relation factors on the base of Freedman test are as shown in Tables 7 and 8. As can realize from results of tables, in the sample of under study, social factors is most priorities and business factor has little priorities. This means that IAU functions are more focus on Social factors. And this is duty of public relation that is submitting information about this to audience.

ACKNOWLEDGEMENTS

REFERENCES

Aaronson SA (2001). Voluntary Global Codes or Strategic, No National or International Government Role, National Policy Association,

Almaney (1974). Communication and theory of organization systems. J. Bus. Communicat. 12(1):35-43.

Bamey G (1992). The management of organization, NJ Houston Mifflin Co.

Barnea A, Rubin A (2005). "Corporate Social Responsibility as a

Conflict Between Owners," Working Paper, Univ. Brit. Columbia.

Barney R, Black J (1994). Ethics and professional persuasive communications. Public Relat. Rev. 20(3):233-248. Bazargan HA, Sarmad Z, Hejazi E (2008). Research Methodology in Behavioral Sciences, AGAH Publishing: Tehran.

Broom G, Dozier D (1990). Using research in public relations. Upper Saddle River, NJ: Prentice Hall.

Broom GM, Casey S, Ritchey J (1997). Toward a concept and theory of organizationpublic relationships. J. Public Relat. Res., 9(2):83-98.

Creedon PJ (1993). Acknowledging the infrasystem: A critical feminist analysis of systems theory. Public Relat. Rev. 19(2):157-166.

Cutlip S, Center A, Broom G (1985). Effective Public Relations. Englewood Cliffs, New Jersey: Prentice Hall

Davis K, William CF (1984). Business and Society, New York: McGraw Hill 1984, pp.4- 13.

Dyson K (1987). managing university public relations: Theory and practice. Higher education review 21:21-40.

Fombrun CJ (2002). Corporate reputations as economic assets. In M. Hitt, R. Freeman and J. Harrison (eds.). Handbook strat. manage. Oxford: Blackwell

Grunig JE, Grunig LA (1992). Public relations research annual, Hillsdale NJ, Lawrence Erlbaum Associates.

Guthey E, Langer R (2006). Corporate social responsibility is a Management fashion. So what? In M. Morsing, & S. Beckmann (Eds.), Strategic CSR communications: 39-60. Copenhagen: DJOF Publishing.

Heath LR, Ryan M (1989). Public Relations Role in Defining Corporate Social Responsibility, journal of mass media ethics, university of Houston.

Hockerts K (2008). Managerial Perceptions of the Business case for Corporate Social Responsibility.

James AFS, Edward RF (1992). Management, New Delhi: Prentice Hall p.101.

Karimi M (2011). Designing the conceptual model of social responsibility of the Azad University by public relation role, A thesis submitted to the department of media management design in partial fulfillment of the requirements for the degree of PhD of media management, faculty of communication science and media management, research and science branch, Islamic Azad University (IAU).

Labord JE (2005). Corporate Public relations Practitioners Perceptions of Program Evaluations Perceptions of Program Evaluation and Encroachment Effect. A Thesis submitted to the Department of Communication in partial fulfillment of the requirements for the degree of Doctor of Science, College of Communication.

Langat KN (1997). Strategies of university public relation presented the backgrounds of public relation and theory and concept frameworks of it, University of Alberta. A case study submitted in partial fulfillment of the requirements for the degree of Master of Education in Administration of Postsecondary Education.

Lee Bondy Krista(2003).A new method for evaluating the quality of corporate social responsibility codes of conduct ,Atheses submitted to the department of environmental design ipartial fulfillment of the requirement for the degree of masteof environmental science, faculty of environmental design, Calghary,Alberta university.

Lauzen MM (1991). Imperialism and encroachment in public relations. Pub. Rel. Rev. 17:245–255.

Lauzen MM (1992). Public relations, intraorganizational power and encroachment. J. Pub. Rel. Res. 4(2):61-80.

Mitchell RH (2004). "Corporate Loss of Innocence for the Sake of Accountability," J. Soc. Philos. 35(3):406

Ricky W Griffin (1993). Management, N.J: Houghton Mifflin Co (1987) p.817.

Sarookhani B (2006). "Communication Sociology and Information", Etelaat Pub. Vol. 5 Autumn.

Schilling DM (2000). Making Codes of Conduct Credible: The Role of Independent Monitoring IN Global Codes of Conduct: An Idea Who's Time Has Come, Williams Oliver F Ed (2000), University of Notre Dame Press, Notre Dame, India.

Schuh C (2003). Personal communication. The role of external stakeholders for member identification, Business Ethics: Euro. Rev. 15:171-182.

Stoner JAF, Freeman RE (1992). "Management". Fifth Edition, PrenticeHall International, USA.

Sweep D, Cameron GT, Lariscy RW (1997). Rethinking Constraints on Public Relations Practice. Public Relat. Rev. 20(4):319-331

Wilson Mel (2002). Environmental Reporting in Thompson Dixon Ed, Tools for environmental Management. A practical Introduction and Guide, New Society Publishers, British Columbia, Canada p.209.

Wiio OA, Goldhaber GM, Yates MP (1980). Organizational communication research: Time for reflection: Some conclusions from audit and network studies in different countries. In: Nimmo D (Ed.) (1980). Communication yearbook 4 (pp. 83-97). New Brunswick, N.J.: Transaction Books.