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**THE STUDY OF THE EFFECT OF ORGANIZATION'S IRRESPONSIBLE  
BEHAVIORS ON CUSTOMERS' NEGATIVE EMOTIONS**

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**ABSTRACT**

Nowadays, organizations need a series of behavioral guidelines for doing their tasks with highest efficiency and effectiveness and fulfilling the missions and goals in addition to paying attention to the standards and the organization's rules. They need these guidelines to help them in this area and facilitate their movements towards the ideal condition by making coordination and fixity. Business ethics and social responsibility affects the organization's success, profitability and competitive advantage by increasing the organization's legitimacy. The aim of the present study is to investigate the effect of organization's irresponsible behaviors on customer's negative emotions. The research's methodology is descriptive-survey study. The primary indexes resulted from the conducted studies about the research's review of literature, library studies, and the articles about the organization's irresponsible behaviors and customers' behaviors, then a researcher -made questionnaire was provided and was distributed among 120 managers and experts. Cronbach's alpha was measured 0.958 and was confirmed. In order to calculate descriptive statistics SPSS software was applied and in order to determine the extent of its impact, correlation test was applied. The findings show that irresponsible behaviors influence the customers' reaction. At the end, the results and suggestions were explained.

**Key words: Irresponsible behaviors of organization, customers' negative emotions,  
Mayoralty**

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**INTRODUCTION**

One of the other important issues which has fascinated management scholars is the organizations' irresponsible behaviors issue. It is now obvious that the organization's performance has a significant effect on the external environments, so the organizations' benefit and loss towards the society cannot be ignored. So, the organizations (productive, servicing or commercial) in order to get access to their goals have to make communications with different parts and groups of the society and compel themselves to satisfy their needs. So, it can be said that neither the organization can detach from the society nor the society can be survived without the organization (Alavni, 1998). Irresponsible behaviors means that the organizations have major effects on the social system, so their activities should be in a way that no harm threatens the society and in case of losses, the relevant organizations are required to compensate (Irannejad, 1992).

**Explaining the Issue**

Nowadays, organizations need a series of behavioral guidelines for doing their tasks with highest efficiency and effectiveness and fulfilling the missions and goals in addition to paying attention to the standards and the organization's rules. They need these

guidelines to help them in this area and facilitate their movements towards the ideal condition by making coordination and fixity. Business ethics and social responsibility affects the organization's success, profitability and competitive advantage by increasing the organization's legitimacy (Omidvar, 2013).

In fact the organizations' responsible behaviors deals with the methods which the organizations operate in their business environment and are responsible for the society, business, legal, moral and social expectations of them. The reason is that the organizations have great duties in social, economic and environmental grounds and for the employees, the stockholders, customers, government, sponsors and all of the beneficiaries. Undoubtedly, if the individuals, groups, organizations, and different institutes feel the sense of duty towards the events, accidents and different crises and each one try to solve the problems in their working area, many problems will be solved and a healthy society will be resulted (Irannejad, 2013: 5).

In other words, the organization's performance in any way influences the society. So, the organizations should perform appropriately and operate according to the society's values. Those organizations

which cannot perform accordingly will not be successful. In other words, if the organizations tend to survive or improve their place in the society in order to be successful, they should pay more attention to responsible behaviors. So, the organizations' responsible behaviors are the fundamental factor of organizations' survival. Considering this fact that all organizations make some connections with the society, social responsibilities with different places have changed into unavoidable issues disregarding the organization's size or department. Hence, this fact is an unknown territory for many organizations, they are not appropriately equipped with contrasting the challenges ahead (Khaef Elahi, 2013).

The organization's responsible behaviors include the whole spectrum of fundamental principles which the organizations are expected to accept and reflect in their performances. The mentioned principals include respecting human's rights, fair treatment with workers, customers and sponsors, being a good citizenship for the societies in which they work and protecting the environment. These principals not only are ideal behaviors behaviorally, but also play as an important key role in making sure of this fact that the society provides the possibility of the organization's survival in

long time, because they benefit from the organization's activity and behavior (Moshabbaki, 2010).

In this respect, many organizations have become aware of the economic direct values of responsible behaviors and they are able to have positive effects on the society and their environment by merging it with the main strategy of businesses and their managerial activity in order to invest strategically and increase their credit. By following this method not only they profit but also they fix their future situation (Denison, 2001). All efforts of the organization's ethical behavior has a direct effect on the customers' attitude and feeling and has a fundamental role in customers' decision making for using the services.

### **2-1-1 Definition of Responsible Behaviors**

The organization's responsible behaviors is a concept which the organizations focus on and influence the society's interest and benefit by taking the responsibility, in contrast to the effects that individuals' activities have on the consumers, suppliers, employees, stockholders, society and the environment in all operational environments (Bredgaard, 2003). Responsible behaviors are the decision makers' commitment for operations which improves the society's

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welfare in addition to providing their interests. The organizations should try to improve a social welfare which is acceptable by the society's majority by allocating financial sources. Stewart and Salmon define responsible behaviors as: a kind of management according which the organizations do activities which has a positive effect on the society and improving general goods (Mayler, 2008).

### **2-1-2. the Philosophical Principals of Responsible Behaviors Perspectives**

There are three philosophies or perspective which affect the managers' behaviors based on each of the three historical steps of social responsibility.

#### 1- Classic View

Classic view concords with the first step of historical development, Based on this view, the main issue of economic institute should be maximizing the interest and longtime profit". Accordingly, responsible behaviors are defined as goods production and services along with the least expenses for the society. Based on competitive advantage and capitalism theory, when the organizations in competition are just thinking about their survival and their profitable goals, the system forces them to be efficient and effective and supply their products to the market with the best quality and the least

expense. Competition causes that the organizations provide the customers' requirements with their production and giving services and fair and respective treatment with the public. On the other hand, high competition in market place and the need of organizations to having an ideal condition leads to organizations' fair treatment with their employees, because competition encourages the employees to work for their employers efficiently and effectively (Abdollahi, 2013). Table 1 shows philosophical basics of responsible behaviors perspectives.

#### 2- Responsibility View

The perspective of responsibility concords with historical development, Based on this view, the mangers should feel a sense of duty towards the certain groups which affect the organizations goals and interests.

The abovementioned groups include: stockholders, customers, public companies, rivals, workers' union, employees, primary goods suppliers, creditors, etc. In other words, based on the responsibility view, not only the economic agencies should try to survive the capitals and increase their benefits but also they should feel the sense of duty about the groups which they participate in (Abdollahi, 2013).

3- General View

The general view of responsible behaviors concords with the third step of historical development. This view has a broader range than responsibility view. General view defines economic agencies as the governments' partners, other institutes and the society's foundations (such as education ministry ...) and it believe that the organization should activate for solving the

society's problems and improving the individuals' life quality along with other public institutes. So, profitability is just one of the goals of economic agencies. So, the organization is not free to encourage its own individual goals. In view is based on this view that the organization is committed to follow humanitarian goals as well as its own goals.

Table 2-2-1. Philosophical basics of responsible behaviors' views

Reflections	First step- based on interest (1800s to 1920s)	management Second step- based on trust (the last decades of life's quality (the last 1920 to the first decades of 1960 so far) of 1960).	Third step- based on management based on interest (the last decades of 1960 so far)
<b>Tendencies</b>	1. Only personal benefits	1. Personal benefits 2. Beneficiaries and organizations' interest	1. Personal benefits and 2. Beneficiaries and organizations' interest
<b>Economic values</b>	What is good for me is also good for the society-also maximizing the interest-adequate interest- money and health are among the most important things- the purchaser shouldn't know anything-the worker has some rights which should be like a good which is purchasable-	What is good for me is also good for the society-also maximizing the interest-adequate interest- money and people are required, however we shouldn't deceive the customers- important than money- the worker has some rights which should be given to the employees'	What is good for me is also good for the society-also maximizing the interest-adequate interest- both society- interest is required, however people are more important than money- the customer should be honored

should only respond to the customers, possessors, should be considered in possessors employees, suppliers and any way- the managers other beneficiaries in the should respond to the society processors, beneficiaries and the society.

**Technical values** Technology is very important but people are more important than technology. Technology is important, People are more important than technology.

**Social values** The personnel should leave their problems at home and go to the working place- In an individualist management and manage my organization in a way that I desire- minority groups are not very honorable We believe that the employees have other needs other than economic needs- I am fundamental in our pay-oriented but I agree with group participation-groups have the equal places in the society and their place We have employed the whole person- group participation is a fundamental in our minority success- minority groups have the equal places in the society and their place and they should be treated according to their honor

**Fundamental values** Those governments are good which has the least interference Government is an undesirable but essential element The government and economic agencies should cooperate for solving social problems

**Environmental values** The environment controls people's destiny People can control and change the environment We should control the environment to have a better quality of life

**Aestheticism values** Aestheticism values don't have any meanings Aestheticism values are good but we don't need aestheticism values and We should survive our aestheticism values and

them participate in its protection

The protagonists of this view believe that since the society has permitted the organization to use the infrequent sources and has provided an appropriate environment for acquiring the profit, the organization should appreciate the society and to be in its service.

**2-1-3. Responsibility Behaviors Requirement**

Responsibility behavior is one of the ten behavioral principals which is unavoidable in the present century. These principals provide the individual and public grounds of dehiscence and lead to the formation of a new kind of social sight resulted from knowledge and awareness (Akbarshahi, 2011: 35). The organization's responsible behaviors have been an important and controversial issue in recent years and have been the main factor of organization's survival. Capital organizations as responsible organizations should present their commitment towards responsible behaviors in contrast to their performance for responding the beneficiaries and make sure that these commitments are streaming overall the organization. So, social responsibility has two-dimensional advantages for them, it is such that the organization benefits from more moral and more integrated approach and the organization and beneficiary parts also have better understanding of the organization's

performance and strong points (Grappi, 2013).

Management scientists have paid more attention to the organizations' responsible behaviors from 1950s. Under the pressure of the people and similar organizations, all of the organizations which assessed their gain and loss ascended their view more than the organization's interests. It is now obvious that the organizations' performances has a significant effect on the external environment, and the organization's gain and loss resulted from the society cannot be ignored. The direction of responsible behaviors is towards the society's advantage. Responsible behaviors mean that the organizations have major effects on social system, so their activities should be in a way that no harm threatens the society and in case of losses the relevant organizations should compensate. In other words, the organizations should not behave independently from the environment, but they should behave as a part of the whole (that is society and external environment) and their activities and goals should concord

with the society's welfare and goals. Nowadays, the managers should deal with the affairs which are acceptable for the society and concords with their values. The organizations which cannot concord themselves with this fact will not be successful. Peter Drucker who is one of the management theorists says that the private organizations, in order to protect their legitimation and survival, should admit that they have social role. This results from this accepted element that: each person is responsible for his/her behaviors and if he hurts others intentionally or unintentionally, he/she should be responsible for that. The organizations are not also exempted from this fact and they have to be responsible for their unfavorable social effects (Moshabbaki, 2010).

#### **2-1-4. Self-controlling in Executing Responsible Behaviors**

The prevalence of self-controlling in the organization, as one of the major mechanisms of controlling is one of the issues which is based on trust, morality and individual's values. Cultivation of self-controlling decreases the resulting expenses of the direct controlling method and increases the interest. This requires the complete commitment of the members to the team, creation of the sense of duty in the

team members and mutual respect and trust (Abdollahi, 2013). One of the theorists believe that ignoring social responsibilities increases the government's interference and decreases the efficacy. If the organization is faithful to its social and moral responsibilities, it can get access to its intended interest (Irannejad, 2013).

#### **2-1-5. Irresponsible Behaviors' strategies**

The management theorist, Grifton divided the strategies of irresponsible behaviors into four kinds which are located in a spectrum (from the lowest level to the highest level).

These strategies include:

**Social opposition:** a few organizations select this strategy. Usually such organizations do the least possible activities in social responsibilities' scene and when they act illegally or immorally, they deny it or they try to hide it.

**Lack of social obligation:** the next step after social opposition is social obligation. In this step, the organization acts uniquely whatever it is asked to do logically and doesn't do more than that (Haidt, 2010).

**Lack of social response:** the organizations which take this strategy in fact are not faithful to their logical and moral commitments. However, these organizations are asked not to do so, don't do it.

Lack of social contribution: the highest level which an organization may have in its own responsible behaviors is social contribution. The organizations which lack social contribution, don't consider themselves as a society's family member, so they are looking for situations in which they don't help the society.

#### **2-1-6. The positive effects of responsible behaviors on the organization's performance and success**

Morality has a significant role on human's activities and the requirement of appropriate performance, is the employees' responsibility and commitment. The theorists believe that if the employees are contended that they are treated fairly, they may have more tendencies to tolerate higher workload. Besides, moral values' management in working place legalize managerial performance, increases the integration and organizational culture balance, increases the trust among the individuals and groups and improves the products' quality and the increase in the interest by higher subjection from the standards. Although the autonomy of the working rules on the organization has many advantages for the organization including the increase in mutual understanding, the decrease in conflicts, the increase in the

employees' commitment and responsibility, the increase in plurality and decrease in the resulted expenses of control; it also increases the organizations' success through the organization's legitimacy and its performances, moral requirement in paying attention to the importance of the beneficiaries, the increase of income, profitability and improving competitive advantage through responsible behaviors view. It should be considered that immoral behaviors, stimulates the environments behavior against itself and leads to the organization's failure (Brunk, 2010).

In addition to the stockholders, there are other groups which are influenced by the organization's performances and have legal benefits of the organization. From among these groups, the customers, raw materials providers, government and society can be indicated. Some theorists believe that positive answers to the social moral requirements accompanies with the increase in the interest, and the longtime value added, since it motivates human forces, increases social goodwill, people's trust to each other and decrease in the punishments (Eslahi, 2013).

#### **2-1-7. Responsible Behaviors Models**

Denison's responsible behaviors' model

Denison has introduced principals about responsible behaviors. Although this model is mostly provided for the products' chain managers, it cannot be generalized to the public companies. These principals include: Society: making effort for creating advantages for the society and encouraging the relevant organizations for realizing the society's interests.

Environment: encouraging the organizations for creating replication mechanism in a way that the environment's ambiguity and dissatisfaction is removed and the organization's positions are cleared on inflation, unemployment and poverty rates.

Morality: making moral spectrum for organization and making effort for moral basics and principals.

Financial responsibility: feeling the sense of duty for the wealth of those who have invested in the organization and are responsible for national and individual's wealth (Denison, 2000).

#### Carol's Model

Carol believes that the organization's responsible behaviors are divided into four groups: economic, legal, moral and other responsibilities. Economic responsibilities are from among the primary duties of the organizations which is called beneficiary. Legal responsibilities points to this fact that

the organization should conduct its economic activities in the frame of the society's rules. The third duty of the organizations is moral responsibility, according which the organization is expected to consider the society's values and norms and respect them. Finally, other responsibilities refer to the voluntary and humanitarian performance of the organization. Carol also believes that the organizations apply four types of strategies for performing their responsible behaviors, they include: defensive, reactive, adaptive and effective strategies. In defensive strategy, the organization tries to shirk its responsibilities by applying different methods. In reactive strategy, the organization performs its responsible behaviors only when it is forced by external factors (such as rules, pressure groups and the government). However, in adaptive strategy, the organization does its responsibility without any threat from external factors. Based on effective strategy before any problem or social difficulty the organization reacts responsibly and tries to solve it (Eslahi, 2013).

#### **2-1-8. The Strategies for Improving Responsible Behaviors**

Responsible behaviors are instrumental commitment that an organization should

consider towards the society. Some policies are suggested for the commitments which an organization should take. These strategies are some tools by which the organization can determine the multidimensional interests of the organization and society. In brief, social responsibility emphasizes on the relationships between an organization and its beneficiaries.

The factors which are influential in organizational responsibility and are assessed weak and should be taken into serious considerations include: behavioral and moral principals' components, obeying the rules, ideal and effective social and cultural activities, the managers' commitment, the extent of their expectations on organizational affairs, making

dependency in the experts, the managers' performance, and the appropriate execution of the plans.

In economic department, the influential factors on responsible behaviors include: decreasing official corruption, decreasing poverty, increasing public welfare, removing the ambiguity of official, economic and commercial activities, ideal output and decreasing the expenses.

In official department, the influential factors include: improving responsible behaviors, ideal education, security and sanitary, official responsibility, considering the employees' rights, and paying attention to beneficiaries' rights, however, these factors are assessed weakly.

**Table 2-2-2. Research review of literature (Omidvar, 2005)**

<b>Author's name</b>	<b>Year</b>	<b>Variances</b>	<b>FINDINGS</b>
<b>Alireza Omidvar</b>	2008	The responsible policies and government's duty	organizations'Public interests- favorite policy behaviors-making is influential on the organization's responsible behaviors
<b>Rahman Seresht</b>	2009	Responsible meta-organizational behaviors	behaviors-Observing responsible behaviors is influential on the organization's success and performance

<b>Revaie</b>	2009	Cultural managers- improving responsible behaviors	There is a significant relationship between the cultural managers in economic, moral, social and biological goals and improving the organization's responsible behaviors
<b>Moshabbaki</b>	2009	Organizational culture- the organization's responsible behaviors	There is a high and positive correlation between the organization's cultural components and social responsibility ( $P < 0.05$ ) and the employees' conceptual model is the most important and effective component on the organization's social responsibility
<b>Omidvar</b>	2013	Social identity- feeling self-efficacy- religiousness-occupational faithfulness-responsible behaviors' variance in social capital and finally the gender's fundamental and social capital variance	Social identity variance had the highest direct effect (0.9%) on responsible behaviors' variance in social capital and finally the comparison with other variances as a whole (3%) was the strongest predictor of dependent variance
<b>Irannejad</b>	2013	Economic factors in order to realize responsibilities- legal aspect as executing moral necessities- humanitarian aspect as accepting leadership in social foundations	There was a significant and direct relationship for a national or international company and there was no significant relationship between the company's survival, the type of activity, city location and other variables.

<b>Abdollahi</b>	2013	Organizational culture and responsible behaviors	From among the organizational culture aspects, compatibility with 0.827 coefficient had the highest impact on the social responsible behaviors
<b>Eslahi</b>	2013	Organizational culture- a tendency to responsible behaviors	andThe findings showed that attitudes towards responsible behaviors of the faculty members through organizational culture is predictable based on Husted dimensions
<b>Taheri</b>	2013	Social assistance, social response, social requirement and social opposition.	Social assistance dimension was equal to (-0.55), and other dimensions of social responses were equal to (-0.45), social requirement (-0.19) and social opposition (0.17) which are respectively important.
<b>Arasmas University</b>	2007	responsible behaviors and improving the performance	andPreventing corruption had the highest effect and decreasing poverty had the lowest effect on the organization along with playing the role of responsible behaviors
<b>India's industry</b>	2007	Business's behaviors and the organizations' activities	Their proportion in the organization's performance was 75% for the employees, 66% consumers and 59% local associations
<b>Toshiba's team</b>	2007	Consumers, sponsors, and organizations,	investors, local responsible behaviors are producers, investors, suppliers, employees, organizational and local

communications, government and participation in private companies

<b>Albright</b>	2002	Responsible behaviors and profitability	Businesses don't benefit from moral standards and they don't follow responsible behaviors but obeying the rules.
<b>Friedman</b>	2005	Profitability, responsible behaviors	(avoiding deceiving and cheating, frank and reasonable contraction ...) are influential on responsible economic behaviors and profitability
<b>Scott, et al.</b>	2010	Organization's responsible behaviors and its financial performance	The findings showed a positive relationship between the organization's financial and social performance

### 2-1-9. RESEARCH HYPOTHESES

1- The more the organization's irresponsible behaviors, the more feeling of contempt, hatred and anger

2- Contempt, hatred and anger feelings leads to appearing negative verbal utters and aggressive behaviors, so more conservative behaviors towards others will be improved.

3- The more feeling of contempt, hatred and anger, the more negative verbal utterances and the producers' aggressive behaviors

### 2-1-10. RESEARCH'S METHODOLOGY

In terms of its goal, this study is applied, since it is investigating the effect of the organization's irresponsible behaviors on appearing the customers' negative feelings (in mayoralty). In terms of its identity and methodology, it is descriptive-survey study. Descriptive study, describes whatever which exists including: description, registration, analysis and changing the present condition. It is a survey study, since the researchers applied the questionnaire for discovering

others' ideas, thoughts, perceptions and experiences.

### 2-1-11. Statistical Population, Statistical sample and Sampling

The statistical population of this study includes all of the organization's experts and senior staff. The sample's volume was measured 120 based on Cochran's model.

### 2-1-12. Tools and Data Collection Method

In order to collect the required data and finding the answer to the main questions and sub-questions in this study, the primary sources (questionnaires to obtain the customers' view) and secondary sources (books, published articles, reports and the present documents in this field and internet resources) are used.

### 2-1-13. Reliability and Verity

The research's reliability shows how much the questionnaire is adopted to the goals. The verity of this study results from collecting the experts, the supervisor and advisor professors, several managers, deputies and specialties' view. The questions were revised, some of them were omitted, changed or corrected and finally they are concluded and added to the index. Questionnaire's reliability and verity was investigated by Cronbach's alpha test. For this purpose a self-made questionnaire was applied in this study and the results are presented below:

**Table 2-2-3. Cronbach's alpha**

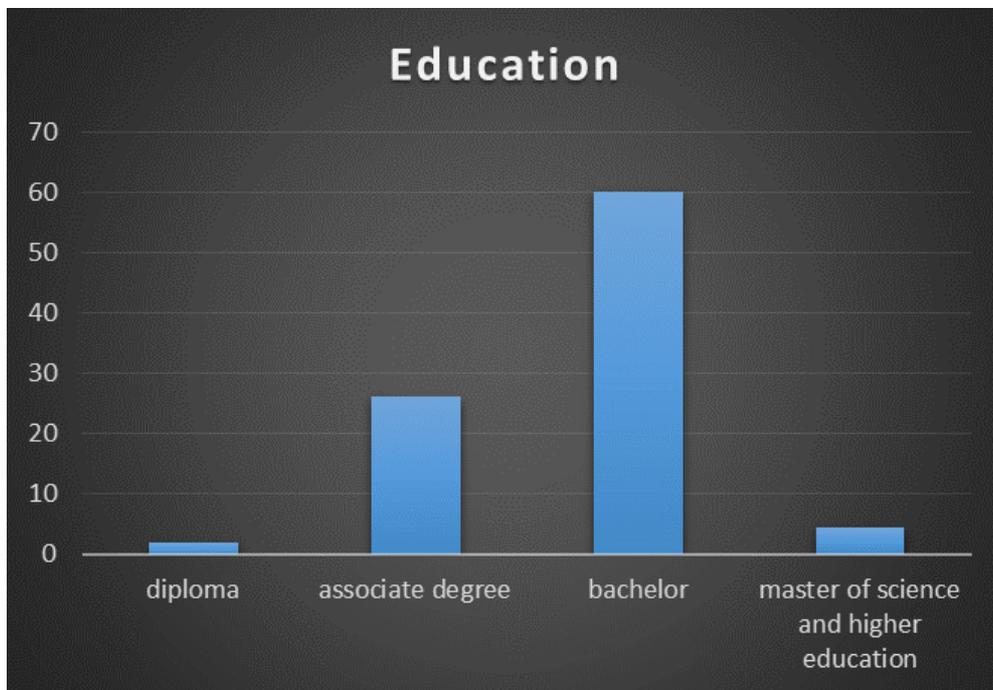
<b>Cronbach's alpha</b>	<b>The number of the questions</b>
<b>77</b>	<b>0.958</b>
Regarding this fact that the least required reliability coefficient is 0.7 for research inventories and as it is obvious the measured alpha coefficient is bigger than 0.7, it can be concluded that the applied questionnaire benefits from the required reliability.	questionnaire includes the following demographical variances: <ul style="list-style-type: none"> <li>➤ Education</li> <li>➤ Work experience (years)</li> <li>➤ Organizational unit</li> <li>➤ Gender</li> </ul> Education From among 120 samples 2 samples were diploma, 26 samples had associate degree, 60 samples were bachelor and 32 samples were master of science and higher

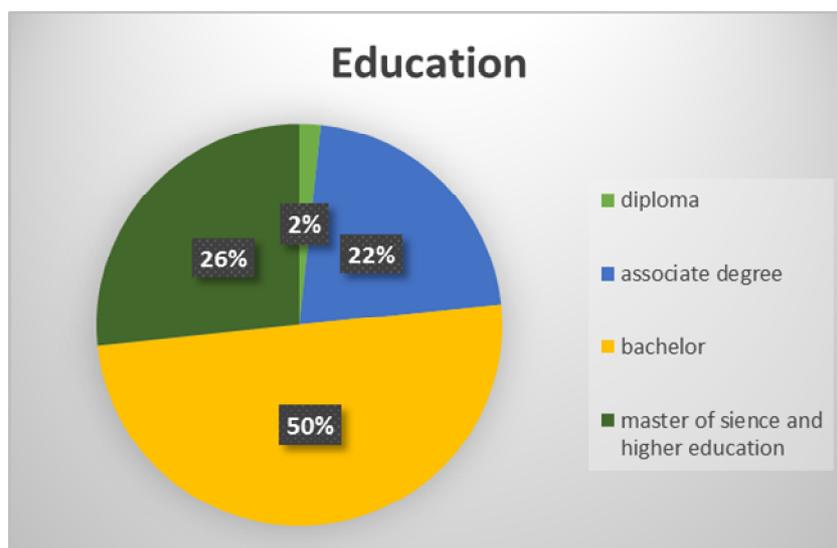
### 2-1-14. The Study's Demographical Investigations

In this section, we investigate the demographical axes as following, this

Table 2-2-4. Education frequency

Cumulative frequency	Percentage value	Percentage	Frequency	
1.7	1.7	.5	2	Diploma
23.3	21.7	6.8	26	Associate degree
73.3	50.0	15.6	60	Bachelor
100.0	26.7	8.3	32	Master of science and higher
	100.0		120	Total





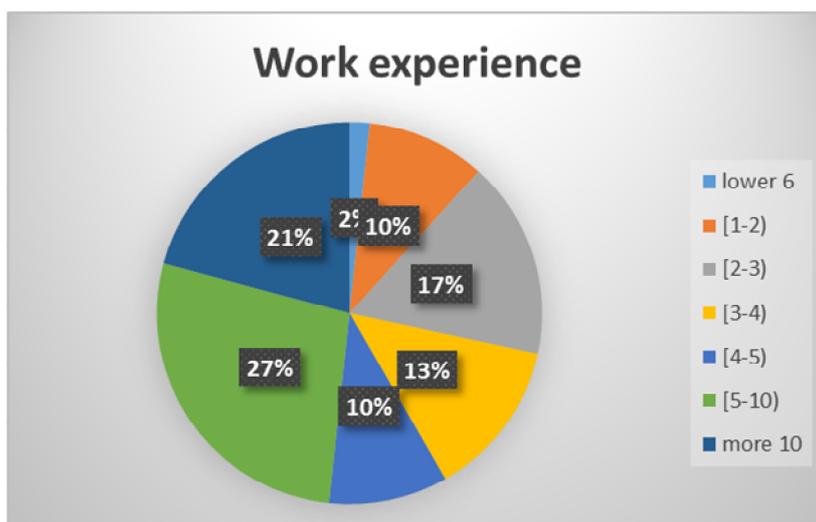
Work experience (years)

From among 120 samples, 2 had less than 2 years working experience, 12 were experience between 1-2 years, 20 were between 2-3 years, 16 were between 3-4

years, 12 were between 4-5 years, 33 were between 5-10 years and 25 had more than 10 years experience.

Table 2-2-5. Work experience frequency (years)

	Percentage value	Percentage	Frequency	
<b>Cumulative frequency</b>				
<b>1.7</b>	1.7	.5	2	Less than 6 years
<b>11.7</b>	10.0	3.1	12	1-2
<b>28.3</b>	16.7	5.2	20	2-3
<b>41.7</b>	13.3	4.2	16	3-4
<b>51.7</b>	10.0	3.1	12	4-5
<b>79.2</b>	27.5	8.6	33	5-10
<b>100.0</b>	20.8	6.5	25	More than 10
	100.0		120	Total

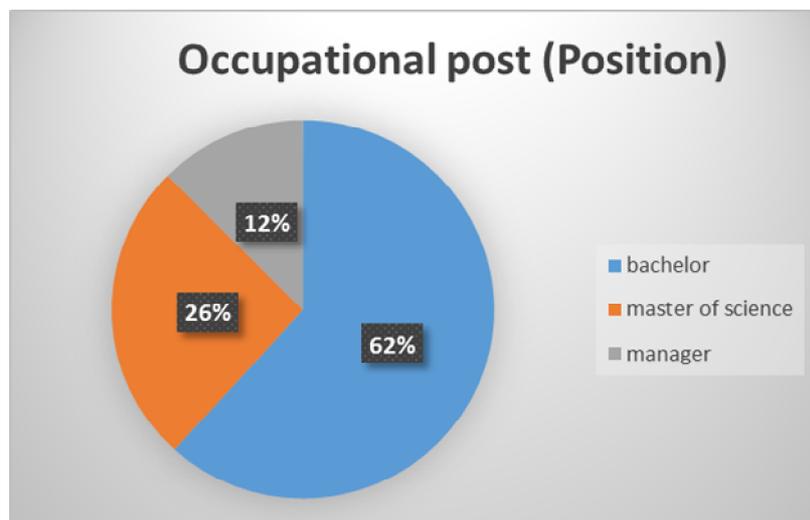
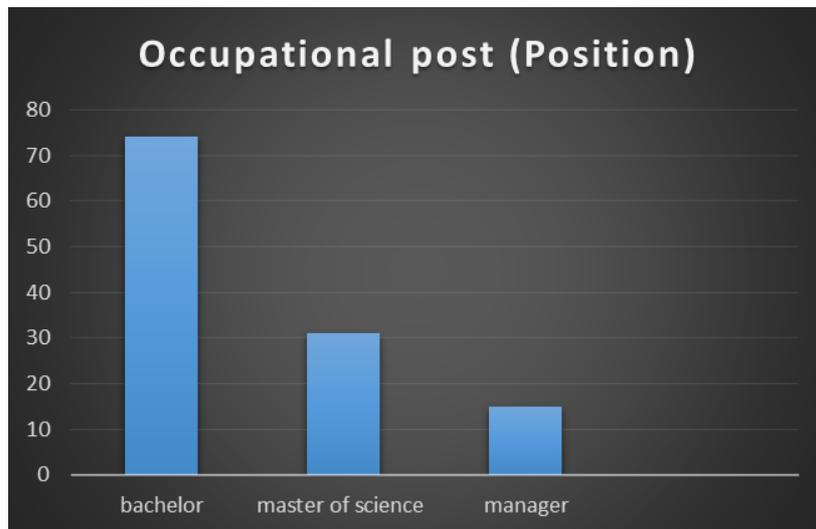


**Organizational unit**

**Table 2-2-6. Organizational unit frequency**

From among 120 samples, 74 samples were bachelor, 31 master of science, and 15 samples were manager.

Cumulative frequency	Percentage value	Percentage	Frequency	
61.7	61.7	19.3	74	Bachelor
87.5	25.8	8.1	31	Master of science
100.0	12.5	3.9	15	Manager
	100.0		120	Total

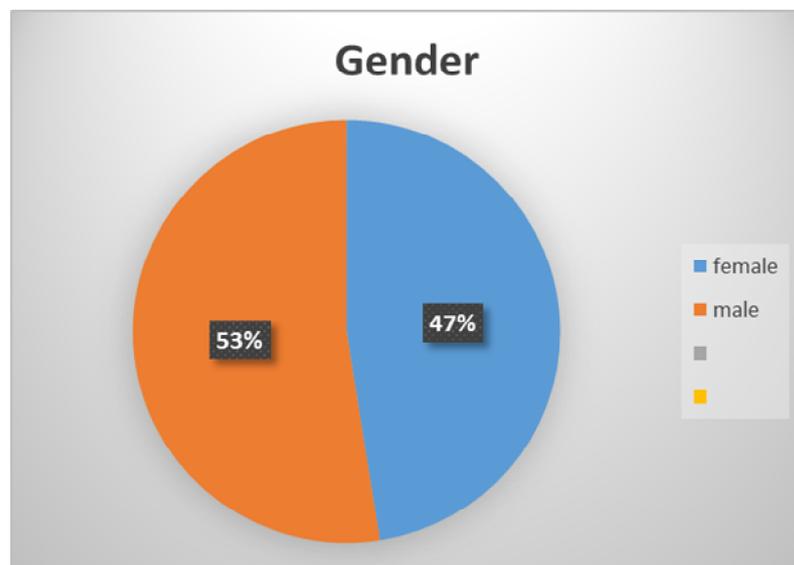
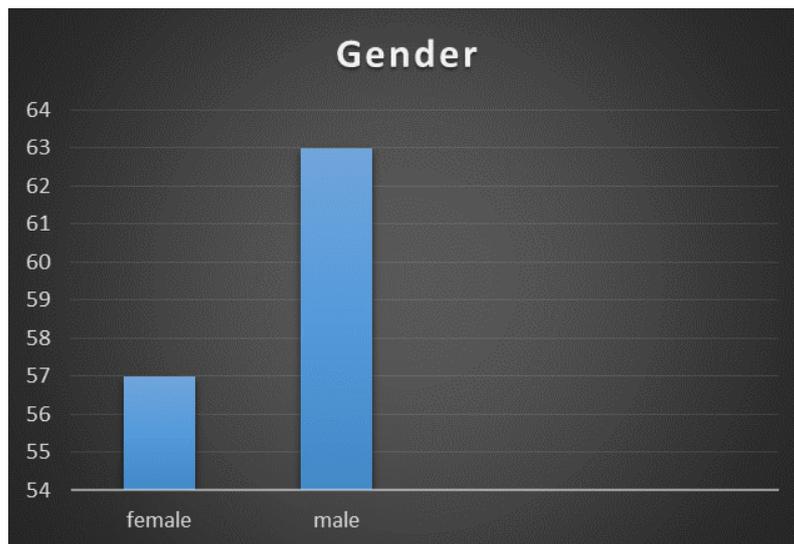


**Gender**

There are 57 male samples and 63 female samples from among 120 samples.

**Table 2-2-7. Work experience frequency**

Cumulative frequency	Percentage value	Percentage	Frequency	
47.5	47.5	14.8	57	Female
100.0	52.5	16.4	63	Male
	100.0		120	Total



2-3. Data analysis (the test of hypotheses)

Pearson test

Irresponsible behaviors influence the customers' negative feelings

**Table 2-2-8. The influence of irresponsible behaviors on the customers' negative feelings**

The customers' negative feeling	Irresponsible behaviors	Correlation	irresponsible behaviors	Pearson correlation
**0564	1.000			
.000	0			Sig. (2-tailed)

120	120	Frequency
1.000	**0564	Correlation customers' negative feeling
0	.000	Sig. (2-tailed)
120	120	Frequency

\*\* . Correlation is significant at the 0.01 level (2-tailed).

R in this table equals to 0.564, and regarding  $0 < r < 1$  we conclude that direct correlation is interpreted as such: irresponsible behaviors influence the customers' negative feelings and this influence is normal.

- Customers' negative feeling influence the customers' reaction

**Table 2-2-9. The effect of customers' negative feeling on customers' reaction**

Customers' reaction	The customers' negative feeling	Correlation	customers' negative reaction	Pearson correlation
***0592	1.000			
.000	0			Sig. (2-tailed)
120	120			Frequency
1.000	0592**	Correlation	customers' reaction	
0	.000			Sig. (2-tailed)
120	120			Frequency

\*\* . Correlation is significant at the 0.01 level (2-tailed).

R in this table equals to 0.592, and regarding  $0 < r < 1$  we conclude that direct correlation is interpreted as such: customers' negative feeling influence the customers' reaction and this influence is normal.

- Irresponsible behaviors influence the customers' reaction

**Table 2-2-9. The effect of irresponsible behaviors on customers' reaction**

Customers' reaction	The customers' negative feeling	Correlation	irresponsible behaviors	Pearson correlation
.609**	1.000			
.000	.			Sig. (2-tailed)
120	120			Frequency
1.000	.609**	Correlation	customers' reaction	
.	.000			Sig. (2-tailed)
120	120			Frequency

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**\*\*.** Correlation is significant at the 0.01 level (2-tailed).

R in this table equals to 0.609, and regarding  $0 < r < 1$  we conclude that direct correlation is interpreted as such: Irresponsible behaviors influence the customers' reaction and this influence is normal.

### **3. CONCLUSION AND SUGGESTIONS**

There is an increasing tendency towards the organization's morality and responsibility. This factor as an important issue in proceeding organizational goals along with other managerial factors leads to the societies' success in which they activate.

The organization's development is towards their goals and profit, responsible behaviors guaranties achieving these goals, at present and in the future provided that the organizations are well aware of their responsibilities and ethics. Of course our society is developing in ethics with great cultural support, however it is not included in the organization's agenda, and standard and accurate instructions are not designed for them. However, it is explained in the frame of general norms and criteria and requires the managers and employees pay attention to practical items.

Morality guaranties the organization's survival and the organization is able to perform according to the moral ethics that the manager adheres to. He shouldn't just advice others, regulate rules but acts immorally. In this case, the employees get

aware of this fact and the manager face problems. Regarding the social responsibility of the organizations the following cases will be suggested:

- Providing comprehensive programs for giving information in different grounds of rights, tasks, and the citizenship rights.
- Identifying the obstacles, resources, prioritizing the demands of different groups of the society and satisfying them by the organizations.
- Comprehensive planning for foundation of the rights and citizenship tasks in public and private grounds, investigating the values and improving them that requires paying attention to managing the organization's responsible behaviors.
- Emphasizing on the organization's responsible behaviors in satisfying the citizens' requirements
- Making cultures of citizen rights and improving their awareness through media and the organization's responsibility in this ground.

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