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Factors Influencing the Social Responsibility of a Public Hospital

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Abstract

This study's results did not go into great detail on every aspect of strategic planning in Saudi Arabian companies. The study proposes various subjects for the next research including:

The link between human resources management activities and the practice of strategic planning: a public and private sector comparison in Saudi Arabia.

A comparison of men and women in Saudi Arabia with respect to the interaction between strategic planning and human resource management strategies.

Keywords: corporate social responsibility, hospitals

Introduction

From the first major civilizations to the present day, several schools of thought have addressed the topic of social responsibility. Some of these schools of thought include ethics (Platón, 387 BCE; Zaratustra, 1767 a.c.); Hammurabi, 1728 BCE; Aristóteles, 350 BCE). Sacconi et al. (2004), Jensen (2009), Cersósimo (2002), Platón (387 BCE), Aristóteles (350 BCE), Jaulín (2013), Hobbes (1651), Locke (1689), Smith (1776), Cicerón (51 BCE), San Agustín (426), Murphy (2005), Crosby y Bryson (2005), Deneulin (2006), and Dawkins (1976) are all works that deal with economics, social balance, economic and altruism. the areas of charity (Cicerón, 51 BCE; San Agustín, 426; Murphy, 2005; Crosby y Bryson, 2005; Deneulin, 2006). Corporate giving cements philanthropic donations (Ojeda and Lira, 2014) and prompts inquiries about the genuine social function of entrepreneurs. Bowen (1953) first used the phrase "corporate social responsibility," and these problems evolved from the views of Clark (1916), Sheldon (1924), Barnard (1938), Kreps (1940), and Simon (1945). A watershed moment occurs in the 1980s when complementary topics are started to be linked to social responsibility (Jones, 1980; Wartick and Cochran, 1985; Moser, 1986; Epstein, 1987 and Frederick, 1987). Additionally, this decade gives rise to the theory of interested parties or stakeholders (Freeman, 1984), which stresses the significance of society in comprehending the phenomenon of social responsibility and gives it its holistic nature that persists to this day. López, Ojeda, and Ríos (2016) and López, Contreras and Molina (2011) are two of the studies that have established CSR in many industries. Nevertheless, there is a severe lack of research on health.

institutions worldwide, with Mexico being an exception. What little study there is shows wildly inconsistent findings. Consequently, it is crucial to advance studies that assess the conduct accountable for healthcare facilities. Health institutions should include a philosophy of CSR into their roles, actions, and choices for two main reasons: first, they are responsible for the health care of the whole population, and second, there are numerous negative consequences when this philosophy is not there. Third, because consumers must have faith in the dependability and safety of the services provided by worker health organisations if these institutions are to be run ethically. Consequently, the purpose of this research is to examine, from the perspective of the employees, the elements that impact the actions of a socially responsible business in the health care industry.

1. Literature Review

1.1 Stakeholder Theory

Anyone who has a vested interest in seeing an organization's goals met, whether by voluntary or involuntary contributions, or via other means, is considered a stakeholder according to Freeman (1984).

persons engaged in activities and capable of producing wealth, who may either reap the benefits or, alternatively, face the consequences of their actions (Post, Preston and Sachs, 2002). If you believe Werther and Chandler (2011), stakeholders are any parties with a vested interest in the outcomes of a company's operations (Table 1).

Freeman (1984) said that managers should modify their policies to accommodate many interests other than shareholders, while Granillo and Ojeda (2012) and De la Garza and Gúzman (2013) laid forth a plan for the advancement of stakeholder theory. Members of the community, as well as businesses, consumers, and suppliers, are considered stakeholders.

Table 1. Types of *stakeholders* and legitimate interests

Types	Legitimate interest
Partners, shareholders, and investors	
Profit, Profitability, investments and management	
Managers	Management capacity, prestige, income
Employees	Wages, social benefits, health, safety, stability, promotion, employability, participation, training, development, non-discrimination, labor climate
Opinion leaders	Transparency and information accurate and updated
Customers	Fair relationship quality-price, truthful information, warranties, health, safety, and after-sales
Financial institutions	Transparency, solvency, fight against corruption
Competitors	Respect for rules of free competition, reciprocity and fulfillment of commitments
Suppliers and subcontractors	

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Local communities, countries, and societies

Respect for free market rules, ability to pay, clear information, business opportunities, respect for trademarks and industrial property

Compliance, contribution to development, cooperation with scientific institutions, cultural, universities, environment, and non-governmental organizations

Public administration Legality, contribution to development, collaboration with scientific, cultural institutions, universities, environment, and non-governmental organizations

Political parties Legality and contribution to development

Churches Respect for their beliefs and moral values and citizen participation

Unions Respect for and promotion of labor rights

Universities Research, development, and

trainingSource: Navarro (2012) cited by Hernandez and

Hernandez (2014).

The ethical and moral aspects of social responsibility's idea of stakeholders and commercial possibilities are highlighted by Donaldson and Preston (1995). According to Jones (1995), businesses that engage in trusting and cooperative activities with their stakeholders are more likely to operate honestly and ethically because they know it would benefit the company. A company's social duty, according to the Triple Bottom Line, should be towards stakeholders, not shareholders. In this context, "stakeholders" mean anybody who feels the effects of the company's decisions, whether those effects are immediate or delayed. Instead of trying to maximise shareholder value, stakeholders believe that companies should serve as a platform for harmonising stakeholder interests (Elkington, 1998).

According to Clarkson (1995), we should divide stakeholders into two categories: primary stakeholders, who directly impact the organization's ability to stay in business, and secondary stakeholders, who are more indirectly involved but still have an impact. As a result, satisfying the legitimate interests of all stakeholders is critical to the organization's capacity to accomplish its social and economic goals while keeping the core group of stakeholders engaged in the organization's system and value chain.

Like the idea of social responsibility, the notion of stakeholders has taken a hit as a result of the research and immersions that have advanced the field. Companies, according to Jones (1980), have a responsibility to society beyond their shareholders and beyond what is required by law or union contracts, suggesting that there is a purpose beyond the acquisition of property. Any group or people that may impact or be affected by the success of the organization's goals is considered a stakeholder, according to Freeman (1984), who proposes a wider definition of stakeholders based on the logic of the power dependency notion. Companies that care about their stakeholders take a pragmatic approach to managing their relationships with all of their stakeholders, according to Freeman, Harrison, Wicks, Parmar, and De Colle (2010). This pragmatic approach isn't always present in organisations, but it's essential for success.

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Table 2 shows that several perspectives on stakeholder theory have been developed, including power dependency. This method is based on the stakeholder idea, which has long called for the equitable allocation of resources and decision-making authority among various interest groups (Freeman, 2002). In order to generate, maintain, and improve value creation capabilities, businesses should function as nodes in a network of interconnected stakeholders (Post, Preston, & Sachs, 2002).

Table 2. Approach to dependency

Focus	Concept
	Those groups without whose support the organization would not exist (Freeman and Reed,1983).
	The interest group has power over the company, and this can affect or be affected by the Key <i>Stakeholder</i> negotiation (Gilbreth and Freeman, 1987). According to Bowie (1988), an organization's ability to function depends on its actors. "Stakeholder" means "any person or entity claiming ownership interest in a company's stock" (Carroll, 1993).
	People whose interactions with the business enable it to function (Nassi, 1995). People whose livelihoods are reliant on the firm's success and the company itself are in a delicate relationship (Mitchell, Agle & Wood, 1997). People who are involved in a business function and whose motivations are based on their own interests and goals, as well as those that the firm relies on (Ahlstedt & Jahn Kainen, 1971). According to Androif, Waddock, Husted, and Rahaman (2002), it is crucial to include stakeholders in order to create value in the long run. Individuals or groups that have a stake in or stand to gain from an organization's success in reaching its goals (Freeman & Reed, 1983) Following what is right, whether it's moral or legal, and caring for stakeholders are major responsibilities of the corporation (Langtry, 1994). The theory of interest groups centres on the idea that an organization's performance is contingent upon the satisfaction of many constituents (Beekun & Badawi, 2005). Mutual need This statement is based on the authors' statements. Company dominant Relational techniques between stakeholders or those already present in the organisation are another way to tackle stakeholder theory (Table 3). A stance on the validity of the connection has allowed relationship-based techniques to be addressed more specifically. According to Alkhafaji (1989), this legitimacy is established when the stakeholder has rights over the firm and the corporation is accountable for the group in issue. Put another way, it's when the community' social and political norms dictate the responsibilities of businesses and other groups operating within its boundaries (Donaldson and Dunfee, 1994).

Table 3. Relational approaches

Focus	Concept
	Stakeholders in relation to the organization (Thompson, Wartick, and Smith, 1991). Having some legitimate relationship, not trivial with an organization, for example, foreign exchange operations, the impact of the action and responsibilities (Brenner, 1993).
Existing	People involved in the stakeholder's value creation process (Freeman, 1994). According to Wicks, Gilbreth, and Freeman (1994), stakeholders engage with the organisation, provide value, and help define it. Determination based on stakeholder influence with an eye towards stakeholder involvement (Dill, 1975). According to Androf and Waddock (2002), the first step is to centre on the stakeholders and the connections between them.
Among Stakeholders	This statement is based on the authors' statements. However, the claim-stakeholder relationship can attest to the relationship's legitimacy; that is, it arises when interest groups have a claim on the company, stand to gain or lose from the decisions made by the company, and see their benefits upheld or compromised as a result of corporate activities (Evan and Freeman, 1988). Specifically, this assertion can be made by the owners—those with a stake in the company's success—or by stakeholders—volunteers who put their own money, time, or other valuables on the line—or by involuntary stakeholders—those whose interests are directly or indirectly affected by the company's actions—in either case, the legitimacy of the claim can be established (Clarkson, 1995). (Clarkson, 1994). According to Table 4, it examined the company's contractual status with its stakeholders.

Those involved who have a right to anticipate that their interests would be satisfied (via incitements) notwithstanding the fact that the organisation relies on a relationship of trade for its vital resources (contributions)(HillandJones,1992)

This statement is based on the authors' statements.

Some writers have examined the situation from the perspective of the stakeholders themselves, rather than just their relationships with one another (Table 5). A number of writers have offered other explanations for stakeholders' perspectives on organisations. Managers, workers, shareholders, alternates, and sellers are all stakeholders in a firm, and Ansoff (1965) stresses that the goals of the organisation should be drawn from a balance between their competing demands. In their application of descriptive theory, Brenner and Cochran (1991) contended that an organization's stakeholders are defined by their values, which in turn inform decision-making and serve as a predictor of organizational behaviour.

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According to Jones (1995), who takes an instrumental viewpoint, businesses get an edge in the market when they enter into stakeholder contracts based on trust and collaboration. Using convergence theory, Jones and Wicks (1999) demonstrate how administrators may design moral discourse techniques that help businesses concentrate on their core competencies. Applicants and stakeholders with claims and important stakeholders, who have an interest in an organization's activities and the potential to affect it, were evaluated in another perspective on stakeholder notions (Savage, Nix, Whitehead & Blair, 1991). According to Brenner (1995), stakeholders may have an effect on, or be affected by, a company. According to Savage, Nix, Whitehead, and Blair (1991), the relational model pits plaintiff participants against influential participants, who are both invested in and able to shape an organization's behaviour. The moral responsibilities of the organisation may be better understood by breaking down the idea of stakeholders according to the characteristics of "influential" and "applicant"(Kaler,2002).

Table 5. Position of *stakeholders*

Position	
Analysis	The analysis of interest groups asked the manager to consider all parties that will be affected or to be affected by a major decision. Asks the manager to list as many stakeholders as possible, have a motive or influence the policy under consideration (Mitroff, Emshoff, and Kilmann, 1979).
Interests	An individual or interest group who claim to have one or more types of interests in a right (legal or moral) legal title to the property or the property of the company (Carroll, 1993).
ID	Identify internal <i>stakeholders</i> , analyzes from the connection between them and their relationship with external (Greasley, 1999).
Dialogue	The essence of stakeholder dialogue is the co - creation of knowledge shared by the company and stakeholders (Johnson - Cramer, Berman, and Post, 2003).
Capitalist	The stakeholder capitalism is based on freedom, rights, and creation by consent of positive obligations. The principles of cooperation of the stakeholders, responsibility, complexity, continuous creation, emerging competition, is included in this approach (Freeman, Harrison, Wicks, Parmar and De Colle, 2010).

Source: Based on information from the authors.

Finally, stakeholders' positions have been examined via a regulatory lens; in response, Phillips (2003) suggests a theory of organisational ethics and management, on the grounds that stakeholder- oriented management is fundamentally concerned with issues of value and ethics. Ethics, according

to stakeholder theory (Vesser, Matten, Pohl, Tolhurst & Böhmer, 2007), are fundamental to

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capitalism. According to Berman, Wicks, Kotha and Jones (1999), rules may be useful when studying business performance through the lens of stakeholder management theory. When seeking to identify stakeholders or when playing by the rules is necessary, it may be examined through the lens of fairness in opposition to stakeholder claims (Phillips, 1997). From a theological standpoint, stakeholder theory elaborates that the ultimate aim of the business is to increase its overall value over the long run (Jensen, 2002), while liberalism posits that rational, rights-bearing individuals may willingly take part in these agreements (Freeman & Phillips, 2002).

1.1 Social Responsibility in Health Institutions

Finally, stakeholders' positions have been examined via a regulatory lens; in response, Phillips (2003) suggests a theory of organisational ethics and management, on the grounds that stakeholder-oriented management is fundamentally concerned with issues of value and ethics. Ethics, according to stakeholder theory (Vesser, Matten, Pohl, Tolhurst & Böhmer, 2007), are fundamental to capitalism. According to Berman, Wicks, Kotha and Jones (1999), rules may be useful when studying business performance through the lens of stakeholder management theory. When seeking to identify stakeholders or when playing by the rules is necessary, it may be examined through the lens of fairness in opposition to stakeholder claims (Phillips, 1997). From a theological standpoint, stakeholder theory elaborates that the ultimate aim of the business is to increase its overall value over the long run (Jensen, 2002), while liberalism posits that rational, rights-bearing individuals may willingly take part in these agreements (Freeman & Phillips, 2002).

The need to define social responsibility in health organisations has led to the publication of many sector-specific conceptualizations of the reaction to social stability. According to Ortiz and Palavecino (2005), organisations that have an ethical stance and actively work to improve society, promote sustainability, and clean up the environment are considered socially responsible. "The behaviour of a company towards its stakeholders and society as a whole, which forces it to fulfil certain commitments" is another definition of social responsibility (Marin, 2008: 9, own translation). One way of looking at it is as an additional thing that businesses can do to boost their competitiveness and value-added indices while also improving people's social, economic, and environmental quality of life (Harwood, 2008). Organisational engagement in activities that would eventually aid in the improvement of the social condition is what Panwar, Han, & Hanse (2010) mean when they talk about social responsibility in health institutions. Ozar, Mills, Rorty, and Wherane (2000), Hall (2000), and other authors have shown that ethics has been actively developed in private industry and other organisational settings since the turn of the century, indicating a return to humanism in organisational action.

When it comes to health organisations, Gonzalez (2004) says that everyone has a stake: shareholders, patients, and other stakeholders. "This theory is relevant because from it can be addressed not only good sanitary practices in the professional field but also in the organisational field, helping to understand and explain the possible conflicts of values, loyalties, commitments, and interests" (Garcia, 2005: 79, own translation). According to Arrieta and De la Cruz (2005), in order for a health institution to fulfil its social responsibility, it must adhere to ethical and transparent practices; establish clear and verifiable benchmarks; mandate that data be verified by independent agents; specify the type of information that the institution must provide; guarantee the reliability of the assessment procedure; and conduct audits.

The person may choose to include these potential social responsibility policies into their mental model while assessing the organisation and its projected worth. These policies should reflect a "[...] set of social and corporate values (based on supporting solidarity and community) that the individual

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may draw from." (My own translation of Simon and Martinez, 2002: 5). In order to show that they care about the community, businesses may employ strategies like mission statements, values, and advertisements that highlight their involvement in areas like healthcare, education, and the arts (Cutlip, Centre, & Broom, 2001). Recent research has proposed a method for gauging health organisations' social responsibility by looking at how different stakeholders see it. Ramos (2013) assesses nine Colombian health systems for social responsibility using the ESE (environmental, social, economic, stakeholders) framework developed by Dahlsrud (2008). According to the findings, the majority of institutions: a) prioritise user needs by offering high-quality care and protecting their rights; b) support workers via welfare programmes and adhere to labour laws; and c) value environmental preservation by implementing integrated waste management systems and conducting environmental education. In their analysis of eleven health promotion companies, Morales, Galeano, and Muñoz (2014) considered the social responsibility of the following stakeholders: the community, suppliers, consumers, investors, and staff. The authors of this study suggest multivariate profiles derived from analyses and come to the conclusion that they do not form a trend either, but rather serve certain dynamics via their independence. In their 2015 study, Keyvanara and Sadat used a single stratified sample of 946 individuals to examine 21 hospitals in Isfahan, Iran. The hospitals included 11 academic, 8 private, 2 social protection, 3 military forces, and 3 related to charitable organisations, for a total of 27. Specifically, the following factors were considered: community, leadership and procedures, marketing, workplace, and environment. The researchers discovered that the level of corporate social responsibility (CSR) is positively correlated with the type of hospital (public or private). The most important dimensions for health institutions, according to their findings, are management's commitment to CSR actions, responsible marketing, and the establishment of rules, regulations, and codes of ethics. Organisational social responsibility may take several forms. But broadly speaking, the characteristics mentioned are those of governance, human rights, the environment, labour practices, fair operating procedures, consumers, business and growth, and active community engagement, as stated in ISO 26000 (2010).

We postulate the following lines of inquiry in light of the foregoing: According to the workers' view, governance has a good and substantial impact on CSR. According to the workers' opinion, respect for human rights has a good and substantial impact on CSR. Thirdly, workers believe that labour practices and CSR have a beneficial and substantial impact on the company. According to the workers' view, CSR is favourably and substantially impacted by respect for the environment.

According to the workers' opinion, the introduction of fair operating standards has a favourable and substantial impact on CSR. H6. Employees see a favourable and considerable effect of respect for customers on CSR. H7. Employees see a favourable and considerable effect of active engagement and community development on CSR.

2. Method

Following the guidelines laid forth by ISO 26000, this study seeks to determine what aspects of human capital are seen as impacting CSR. The study takes a quantitative, cross-sectional, and explanatory tack. The city of Celaya in the Mexican state of Guanajuato was the site of the study's public hospital.

With an average age of 37 years and a gender breakdown of 57% female and 41% male, the 256 workers who participated in the survey constitute 90% of the working population. Managerial, warehousing, ambulance, clinical analysis, nursing, computer, maintenance, security, emergency

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services, and a host of other roles are filled by these professionals. Data collection was place during the months of January and April 2016.

We used a Likert scale questionnaire to get our data. On this particular component, "governance," the Mitofsky Consultation tool was used (2004). According to Cruz, Rositas, and Garcia (2013), the following categories were extracted from the questionnaire: human rights, environment, labour practices, fair operating procedures, consumer concerns, active engagement, and community development(see Table 6).

Table 6. Operationalization of variables

Variable	Dimensions	Definition
Governance (GOV)	Transparency Respect internal and external stakeholders.	
Human Rights (HR)	Discrimination Equal opportunities Forced labor	
Labor Practices (LP)	Safe working conditions Quality in the work environment	
Environment (ENV)	Environmental conservation Decreased resource consumption	

Decision-making system that the company implements to ensure the achievement of objectives.

Respect for human rights and recognition of their importance and universality.

It includes the policies and practices related to work carried out by an employee in an organization.

Respect for and promotion of environmental care in business management.

Fair Operating Practices(FOP)

Code of ethics

Sanctioning corrupt practices
Communication
CSR actions

Ethical conduct that applies to a company in all transactions carried out with its stakeholders.

Consumer issues (CI) Consideration of Customers' opinions

Improving products and responsible marketing

Responsibility of the company with its customers to meet their needs without risk to them, providing accurate information on the products and services offered.

Active participation and community development(PCD)

Level of Corporate Social Responsibility(CSR)

Participation in Community programs
Support community infrastructure

Performance of the company in relation to its social responsibility

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Company commitment to maintaining a relationship of respect and community support.

Degree to which the company implements a responsible with the various stakeholders in the economic, social and environmental philosophy.

Source: Prepared based on Cruz, Rositas and Garcia (2013), ISO 26000 (2010) and Mitofky (2004).

Cronbach's alpha was calculated to evaluate the reliability of internal consistency of the instrument, obtaining 0.918 in total. Table 7 shows the coefficient for each dimension.

Table 7. Cronbach's alpha coefficients by

Dimensions	Cronbach
Governance	0.919
Human rights	0.800
Labor practices	0.738
Environment	0.852
Fair operating practices	0.890
Subject consumers	0.866
Active participation and community development	0.870

Source: own data.

3. Results

Keep in mind that the employee's viewpoint serves as the interpretation while analysing the data. Table 8 displays the results of the descriptive analysis of the data. Human rights and corporate governance are the organization's top priorities. This means that the company's decision-making process is open and transparent, that stakeholders' interests are taken into consideration, and that employees are treated fairly and without bias. Because of its low averages, labour practices and business community engagement, on the other hand, are considered unimportant. Workers' views on management's treatment of them on the job and the extent to which the company cares about social issues are more widely distributed, as shown by the standard deviation.

Table 8. Descriptive statistics of the variables

Variables	n	Minimum Value	Maximum value	Media	Std. Typ.
Governance	256	1.11	5.00	3.5902	0.85905
Human rights	256	1.00	5.00	3.8044	0.88117
Labor practices	256	1.00	5.00	2.9961	1.15639
Environment	256	1.00	5.00	3.4129	0.93274
Fair Operating Practices	256	1.00	5.00	3.0753	0.99620

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Consumer issues	256	1.00	5.00	3.4922	0.99086
Active participation and community development	256	1.00	5.00	3.0195	0.95770
Corporate social responsibility	256	1.00	5.00	3.1641	1.10810

Source: Own elaboration.

In the correlation analysis (see Table 9) it should be noted that all indices are positive and significant. Labor and environmental practices have the highest correlation index (.797), followed by the variables fair operating practices

and the environment (.798), and finally governance and human rights (.704). Corporate social responsibility has positive and significant mean relationships with all variables. The strongest relationship is with CSR variables active participation and community development, governance and consumer opinion. This means that respect for consumers through adequate attention to customers and providing real information products and services is considered responsible behavior. Likewise, when the company takes into account the needs of the community it is expressing a commitment to society, and this is highly valued especially in a healthcare company. The variable that is least related to CSR is to human rights, compared with other variables.

Table 9. Correlation matrix

	GOV	HR	LP	ENV	FOP	CI	PCD	CSR
GOV	1							
HR	.704**	1						
LP	.618*	.546**	1					
ENV	.659**	.648**	.797**	1				
FOP	.608**	.530**	.652**	.708**	1			
CI	.644**	.589**	.616**	.701**	.662**	1		
PCD	.618**	.497**	.597**	.659**	.678**	.696**	1	
CSR	.599**	.474**	.536**	.586**	.579**	.599**	.615**	1

** The correlation is significant at 1%. * The correlation is significant at 5%. Source: Prepared based on results of SPSS.

Regression analysis is presented in Table 10, where the coefficients of the variables are specified, the F-statistic and R2. The results show that 94.5% of the variation in the level of CSR is explained by the proposed variables. Governance, consumer issues and participation and community development have positive and significant coefficients. Human rights, labor practices, the environment and fair operating practices are not significant in the model.

Table 10. Multiple Regression Analysis

Variables	Coefficients
Governance	.301**
Human Rights (HR)	-.033
Labor Practices (LP)	.036
Environment (ENV)	.102
Fair Operating Practices (FOP)	.128
Consumer Affairs (ASC)	.168*
Participation and Community Development	

** 1% significance; * Significant at 5%. Source: Prepared based on results of SPSS.

4. This suggests that the degree of CSR is affected by governance, according on how workers perceive it. In other words, we speak about responsible behaviour when a company's decision-making process is transparent and it fosters an environment of trust so that its many stakeholders may freely receive information about the organisation. The firms engage in CSR initiatives and disclose them to their stakeholders in order to fulfil their expectations and achieve the criteria set by them, as stated by Castelo and Lima (2008, referenced in Testera Fuentes 2013).

"such promises" (translations one's own). Hospital administration that is both ethical and transparent is crucial, as pointed out by Arrieta and De la Cruz (2005). Hence, we accept the first hypothesis.

We reject hypothesis 2 because, evidently, workers do not see human rights as an important variable that affects the responsible behaviour of the organisation. López, Ojeda and Ríos (2016) state that workers do not see respect for human rights as a characteristic of socially responsible businesses, but rather as a behaviour that is anticipated from all businesses. Employers have a responsibility to treat their workers with respect and dignity by providing them with a safe work environment free from discrimination, equal pay for equal effort, social security, and the ability to form unions.

We reject hypothesis 3 because the regression model found that labour practices were not only non-significant but also failed to explain the company's responsible behaviour according to employee perception. Responsible behaviour is shown by a corporation when it establishes a high-quality work environment that values cooperation, has open lines of communication, fosters healthy relationships among employees, and prioritises physical and human conditions. Despite its projected relevance, workers in this situation did not think it important to establish the company's social responsibility. We still think the organisation does great job serving the community's healthcare needs, even if the aforementioned issues may be the result of poor workplace safety. According to the findings, the company's environmental care initiatives do not have a substantial impact on the perceived degree of corporate social responsibility (CSR) inside the

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organisation. This leads us to reject Hypothesis 4. These outcomes deviate from expectations

because environmental conservation is a central tenet of corporate social responsibility (CSR), which seeks to educate employees about the importance of reducing resource consumption, increasing recycling rates, using nonpolluting inputs, and reducing overall resource consumption. On the other hand, customer behaviour and society at large are additional crucial factors that employees use. According to ISO 26000, one indicator of responsible business behaviour is the prevalence of fair operating practices, which include adherence to a code of ethics that controls how a company deals with its stakeholders and the enforcement of penalties for corrupt practices. These practices are not relevant in the model and do not contribute to explaining the amount of CSR in the organisation evaluated when analysing employee perception. Hence, we reject hypothesis 5. As a means of protecting both the client's vulnerability and the service's relevance, codes of ethics should naturally play a pivotal role in healthcare organisations. The findings support hypothesis 6, which states that consumer affairs have a role in determining the degree of CSR. A business demonstrates its commitment to social responsibility when it conducts responsible marketing in an effort to fulfil consumer demands in a way that does not put those requirements at danger. Regarding this matter, it is very evident that showing customers respect results in several advantages for the firm, including improved placement, client loyalty, and a favourable reputation. From a human capital standpoint, these findings are consistent with those of Lopez et al. (2016), who also discovered that customer respect impacts responsible business practices.

As a conclusion, we support hypothesis 7 since our data shows that CSR is favourably and substantially impacted by workers' perceptions of active engagement and community development. Businesses that incorporate CSR principles into their day-to-day operations and long-term plans demonstrate their commitment to the community by taking part in community programmes that aim to solve problems and enhance people's lives.

5. Conclusions

Based on the perspectives of 256 employees, this article seeks to analyse the elements that impact the responsible behaviour of a health sector organisation. We developed an ISO2600-based approach to examine CSR. Employees' perceptions of the organization's degree of social responsibility are favourably and substantially impacted by governance, respect for consumer affairs, active engagement, and community development. This means that hospitals are able to demonstrate CSR at a certain degree when they are able to be open and honest with their stakeholders and when they have clear policies in place for the management of the hospital. Development of values and ethical behaviours should be taken into account in these guidelines, since this indicates that activities are geared towards the common good. This means that ethics should guide actions towards society

Results showing a focus on customers and governability are in line with those of Ramos (2013), who discovered that health institutions operate on consumers' behalf, have oversight bodies, and control decision-making. Keyvanara, M., & Saddat, H. (2015) found an average of 3.1 on a scale from 1 to 5 for CSR among 946 hospital employees, which is consistent with our results. Having said that, CSR does not exist in hospitals, according to Perez & Morales (2011). These results are significant for several reasons. Client treatment seems to have a significant role in determining responsible behaviour; this is particularly true given that the service provider is dealing with

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people's health-related matters. So, businesses need a code of ethics to make sure they're meeting

consumers' wants without putting them in danger. The findings highlight the significance of the company's involvement in community development, but according to the surveyed employees, just because it's a public institution doesn't mean it's involved in all aspects of society. This includes educational, cultural, and sporting events, among others. Additionally, environmental protection ought to be a priority in any community-focused effort, but it isn't. Conversely, the care that the end user receives is directly proportional to the quality of the working circumstances and the programmes

Because there is currently a lack of information in this field, particularly in Mexico, the academic community should emphasise the need of conducting more thorough analyses of CSR in the health sector. Because of the vital role that the health sector plays in society as a provider of health services, the government must immediately launch programmes to encourage corporate social responsibility (CSR) in this area. What's more, mandatory standards should be set to encourage companies to improve across all dimensions of CSR. Several limitations are present in this investigation. The fact that it is a case study precludes any ability to draw broader conclusions, which is the first restriction. Second, other stakeholders' perspectives are not taken into account when evaluating CSR; only employee perceptions are used. The use of ISO 26000 to assess CSR in public and private hospitals should be part of future studies.