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The Role of Corporate Social Responsibility in Entrepreneurial Firms' Brand: A Case Study of Dana Insurance Company, Iran

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Abstract
Purpose: Different countries have different economic efficiency in production of commodities depending mostly on geographical location, technological development and availability of natural resources, capital and skilled labours, social setup, customs, some financial and economic priorities. Pakistan is a developing country frequently depending on export of primary and low value-added Products. This research study endeavours to evaluate the importance of sectoral exports and its main determinants in economic growth of Pakistan.
Design/Methodology/Approach: This is an empirical study to evaluate the importance of exports and its determinants in economic growth of Pakistan using annual time series data for the period of 1972-2015. For that purpose growth model was developed and regressed by applying different analytical techniques that includes unit root test, Auto-Regressive Distributed Lag Model, ARDL bound testing, Wald test, ARDL co-integration and long form. In addition stability and diagnostic test were applied to check the reliability of results.
Major Findings: The empirical results obtained from regression analysis of the variables data illustrates constructive and noteworthy effect of exports, its determinants and other trade policy variables on economic growth of Pakistan.
Originality/Value: The study provides a guideline for developing countries and especially for Pakistan in order to bring considerable increase in exports and trade. Government of Pakistan needs to fetch improvements in socio, political and economic factors like infrastructure, technology, political and economic stability, improvements in quality and production, skilled, efficient and innovative manpower, proper access to world market, political stability, competitiveness, price and bargaining power in trade negotiations, considerable research and development to enhance exports growth that leads to significant contribution in economic activities of Pakistan.

Keywords: Corporate social responsibility, brand image, brand quality, brand awareness, brand extension, brand association

Introduction

As Various Expectations from businesses are growing fast in recent years, there is a need for more responsible and creative strategies. Smith and Elgon express that, companies have coordinated their marketing strategy and social responsibility together and this integrated strategy is called Affinity Marketing. As Companies try to invest on Branding and Philanthropy, the new idea of combining Branding Strategy and CSR Strategy has been created (Blumenthal & Bergstorn, 2003).

United Nations and European Union and other international organizations are considered Corporate Social Responsibility of companies as commitments of a person or organization to the social and economic texture of society that is included any activity in which it affects people and the environment (Mattera, Baena, & Cervino, 2012).

Insurance Companies are institutions which try to protect interests of citizens and play an important role in economic growth of almost all societies. No need to talk about the great benefits of insurances for people. But in order to attract people to invest in insurance industry, there is a need to have more familiarity to capacities of the institutes and also customer demands. Here is the point in which Branding and CSR play their vital role.

Dana Insurance is one of the oldest insurance companies in Iran which is involved in a great competition with other insurance companies to attract more customers and protect current Capitals.

The Role of Managers and employees in insurance industry is really great in attracting and satisfying the customers. Research conducted in the field of marketing stated that observance of corporate social responsibility of the companies and organizations can be used as a competitive advantage for the organization (Basu & Mueller, 2012; Nehme, Charbel & Aline, 2013).

In a research conducted in 2013 by Arikan and Guner, it was found that traditional criteria such as price and quality and familiarity with the brand are still important for selecting customers, but are not enough to satisfy them (Arikan & Guner, 2013). Tom Baker from Law School of the University of Pennsylvania believes that insurance is a form of social responsibility. In his view, insurance plays a role of driving forces of moral principles for proper operational and IT risk management (Brinkmann & Doyl, 2011).

Both Small and large companies are often trying to create ways to earn more profits. It also requires brand recognition and is one of the most important debates especially in entrepreneurial organizations. Entrepreneurial Organization try to create value through a unique set of resources to take advantage of opportunities and it provides an opportunity for all staff in the role of entrepreneurs individually or collectively to be able to engage in entrepreneurial activities (Ahmad Pour Dariani & Erfanian, 2014).

On the other hand, the industrial insurance is dynamic in nature. Insurance companies are constantly offering new tariffs and rates to attract new customers and make more profits. In other words, the insurance industry is familiar to the subject of entrepreneurship (Feizi, 2006). In this paper it is tried to search for answer to this question that what is the role of social responsibility in insurance companies' brand in Iran?

Research Literature

Entrepreneurship

Entrepreneurship is creating value through a unique set of resources to take advantage of opportunities and Entrepreneur is a person who has new idea that offers new product or service to the market by creating a business, with resource mobilization which is associated with financial, social and honor risks (Ahmad Pour Dariani & Erfanian, 2014). Since 1980, entrepreneurship has appeared as a subject of interest among management scientists and social scientists and the issue has grown in legitimacy, especially in business schools. The concept of entrepreneurship plays a constructive role in the rise of business history as a separate academic discipline (Wadhwani, 2006).

Entrepreneurship has a major role in the development of societies as an engine for economic and social development and the term “entrepreneur” refers to individuals who are engaged in independent activities or organizational entrepreneurship. Entrepreneurs are individuals and groups that work directly or on behalf of an institutional system. They create new organizations or attempt to innovate and revive the organizations that existed already (Ahmadpour Dariani & Moghimi, 2014). Insurance Companies are among the entrepreneurial companies due to the dynamism and innovations needed in order to attract customers and earn more profit and expand their activities day by day.

Currently, Iranian insurance industry is behind the developed and even many developing countries. The movement which is created towards privatization and liberalization of tariffs has caused insurance companies to be more competitive. It is essential to identify and activate the industry’s potential capacity using new concepts, techniques and methods of thought such as entrepreneurship and innovation (Mazloumi & Nasehifar, 2013). The results of research carried out in 2013 in four insurance companies in Iran showed that the most important factor for insurer in the purchase of selected products is price. After price, the most important factors are as follows: brand reputation and quality of products (Abbasi & Ebrahimpour, 2013).

Brand

“Branding” means the process of capturing the hearts and create a place in the mind of humanity! (Not creating or branding for a product!). It is a valuable composite of feeling and mind and a sensory and mental link between the audience and the community that provides added value in different dimensions (Allahverdi Nick, 2012). Business brand is a collection of associations to express the characteristics and personality of the organization, so that it can provide distinct promises and value to stakeholders (Otuban, Abimbola & Amujo, 2010). Brand identity is visible brand elements such as color, layout, and type of logo, name and symbol that together determine the identity and make the brand recognizable in the consumer’s mind (Ebrahimi & Khalifeh, 2012). Brand is what evokes attributes and characteristics in the minds and hearts of the audience by seeing, hearing, feeling or any connection to it mentally (conceptual), visually (visual) or auditory (verbal).

In 2001, Hislop defined brand as “the process of creating a relationship or connection between the product and the emotional understanding of the customer to separate competitive generator and brand loyalty among customers.” In 2004 and 2008, respectively Kapferer and Keller defined it as fulfilling customer expectations and satisfaction (Sumaira & Tehseen, 2011). Also they defined the brand personality as a set of human characteristics associated with the brand. Parker (2009), Hislop et al. (2010), and Park and Jan (2011) believe that all brands have personality and if the company does not design the character, this character will be formed in the minds of customers over time and will be formed in mind and heart of the customers through their direct and indirect contact to the brand. Direct sources of brand personality are shaped by people who have been associated with the brand in some way such as managers, family members and company spokesman; and indirect sources are including marketing tactics, information sources, including product or service features, brand name, symbol of the brand, advertising strategy, price and packaging (Aghazadeh, Gholipour & Bakhshizadeh, 2013).

The origin of the brand can traced back in ancient times, when most unique trademark carved out a hand on their products. The first form of the brand was seen in Egypt in 2007 BC on farm animals and the animals were earmarked to prevent theft. 200 years ago in Japan, more than half of businesses companies which have seals, used East Asia form as a brand or trade mark. Act of 1266 required English bakers to use special symbol on their products and it was used more widely in the 19th century through the industrial revolution and the development of new professional fields such as marketing, production and business management (Sumaira & Tehseen, 2011).

In 1991, King was the first author who claimed that it is the time to use the brand in the minds of potential and actual customers to consider how to apply the principles and practices of marketing in a very competitive and rapidly changing environment to maintain the relative. After investigation about the brand, he concluded that creating the brand is an unlimited opportunity for growing companies (King & Stephen, 1991).

In (004, Aker defined the brand as the provider of organization that reflect its heritage, values, culture, people and strategy. It was the first time that, the brand was defined by organizational communication (Aaker, 2004). For effective branding, at first organizations as an employer need to identify their own values and characteristics that distinguishes them from other organizations (Craig, 2003).

In a study entitled “measuring the effectiveness of the brand equity by using combined model SEM-DEA (case study: the car brand in Isfahan)”, Khazaeipool and colleagues examined the correlation between brand equity and evaluated efficiency of different brands of cars in the city. The results of this study showed that brand awareness, perceived quality and brand association affect brand equity. (Rezaii dowlatabadi et al., 2013).

Blumenthal and Bergstrom believe that brand is the best emerging practice in the industry which must be controlled as a valuable asset by integrating and concentrating to avoid the risk of lower prices. In Extremely unstable markets, brand should be defined and redefined, thus this should be done on a regular basis. According to them, three points about brand should be considered, first, the brand is associated with three groups: people, advisors and customers. Second, the brand management issues is growing and third, organizations are aware of the importance of the intangible values that this includes not only the brand and CSR but also customer relationship management, human capital, knowledge management, etc.

Here are four key reasons for the integration of CSR under the brand name:

- To recognize the importance of brand promise
- To maintain customer loyalty
- To maximize investment in CSR regardless of brand
- To avoid conflicts with shareholders “. (Bergstrom, 2003)

Corporate Social Responsibility

Social Responsibility is the commitment of industry and business owners to the community that while respecting different cultures, should create job opportunities for workforce, community, and government.

Griffin and Barney defined social responsibility as a set of tasks and commitments which the organization should do in order to maintain and contribute to society that works in it (Ghorbani, 2005).

CSR represents the strategic effort of a company to create a common value, or create economic value in a way that it creates value for society by addressing its needs and challenges (Werther and Kramer an, 2011, p. 64). Community efforts can be about investigating various topics (for example, education, economic development, environment, human rights) through innovative plans such as the promotion factor of marketing and STAFF volunteer programs for the development of business social responsibility methods (Cutler, Hessekiel &Lee, 2012). As an example, CSR is Microsoft's commitment to the company's core mission (Janssen & Sen, 2015, pp. 183-192).

Also due to response to issues beyond economic, technical and legal requirements of company to achieve social benefits, the concept is concerned along with the traditional economic interests. An example of corporate social responsibility governance structure is related to partnership between a company and an organization. The company transferred the resources to organization in order to company's social activities be implemented jointly (Husted. B , 2003, p. 490).

A structure with the social values model is necessary to implement branding strategy. Corporate social responsibility can be defined based on legal ethics or by a tool-oriented approach where the company's image is the main concern. (McAdam . R & Leonard. D , 2003).

Making any decision impacts the creation of social responsibility in the organization. This means that because organizations' major impact on social systems, inevitably, their activities should be so that they does not harm society and in case of supply loss, they are obliges to compensate, obey the rules, and respect the environment and shareholders. In general, they should think about people and co-ordinate their behavior on one hand and with social norms on the other hand. (Babaei Ahari, 2002)

Carroll .A.B, in a published study entitled "pyramid of business social responsibility", stated four categories of social responsibility for any firm. In other words, he considers social responsibility of each firm as outcome of the following four components:

- Economic needs
- Compliance with laws and general rules
- Compliance with Business ethics
- Humanitarian responsibilities

In the first case, firms are required to satisfy the economic needs of society and provide their required goods and services and cause others to benefit from the process. In the second case, they have a duty to consider the health and safety of workers and consumers do not pollute the environment, avoid trading within the organization, avoid monopoly and do not discriminate. The third case is business ethics. Principles such as honesty, fairness and respect are in this territory and the fourth case is humanitarian responsibilities. Another Carol's interpretation of

this component is being a "good citizen" which means business's participation in a variety of activities that cut down the country's problems and improve the quality of life. (Amini, 2000)
Allred and Adams (2000), in their review, found that weaknesses in the 5 following factors are causing the disconnection of customers:

- Accountability: Accountability requires the willingness and ability of staff to perform fast and be respectful.
- Trust: meaning accurate and reliable work
- Ability to work: The ability to work requires skill and knowledge to release expected service at all levels of the organization.)
- Availability: An easy means of contact, the right time of work, short waiting times and availability of staff.
- Communication: Communication requires expressing the issue in a way that customers understand it, also listening to the customer sincerely (GhaziZadeh &Raisi, 2013)

The research which was carried out over a five-year period 2003- 2007 of one of the banks in America showed that there is a positive correlation between EM[1] and CSR. This means that the bank managers who want to increase their income, participate in CSR activities in a great degree and in this way, increase their profits and since their economic interests tied with annual revenue of large companies, in this way, they prevent the threat lied in the validity of the bank which has damaging effects on the people. Managers use this as a preventive strategy (Grougiou, & Ansahe, 2014)

Research Methodology

This study has an interpretation and positivistic view, with practical orientation and having a deductive - inductive approach puts it in quantitative research methods. The time horizon of the study is cross-sectional and its strategy is survey correlation, and in terms of purpose, it is descriptive. To collect data, a Likert scale self-administered questionnaire is used. On the other hand, the SPSS software and regression tests are used to analyze and interpret findings and correlations between variables.
Statistical population of research is Dana insurance customers in Tehran City.
The data collection of the sample group was conducted in the spring of 2015. Thus, the research method is cross-sectional survey.
T student test is used for evaluation of the similarity of our data with average. It is used because the standard deviation is unknown. Because the T distribution in small samples is adjusted by using the degrees of freedom, this test can be used for very small samples. It is also used when the standard error of society is unknown and the standard error of the sample is known. To use this test, studied variables have to be on the interval scale and the distribution should be normal.
The ordered comparative tests or Kruskal–Wallis one-way analysis of variance is a statistical test which is the corresponding non-parametric F test and also F test is used when the number of groups is more than 2. At least, measuring scale in the Kruskal-Wallis should be ordered. This test is used for averages more than 2 ordinal samples. Assumptions in this test are without

[1] Earnings management

direction, means they only show differences and do not show direction of being smaller or larger groups according to their average. Efficiency of the test is 95% of F test.

The Conceptual Model and Hypotheses

Figure 1 shows the conceptual model of research

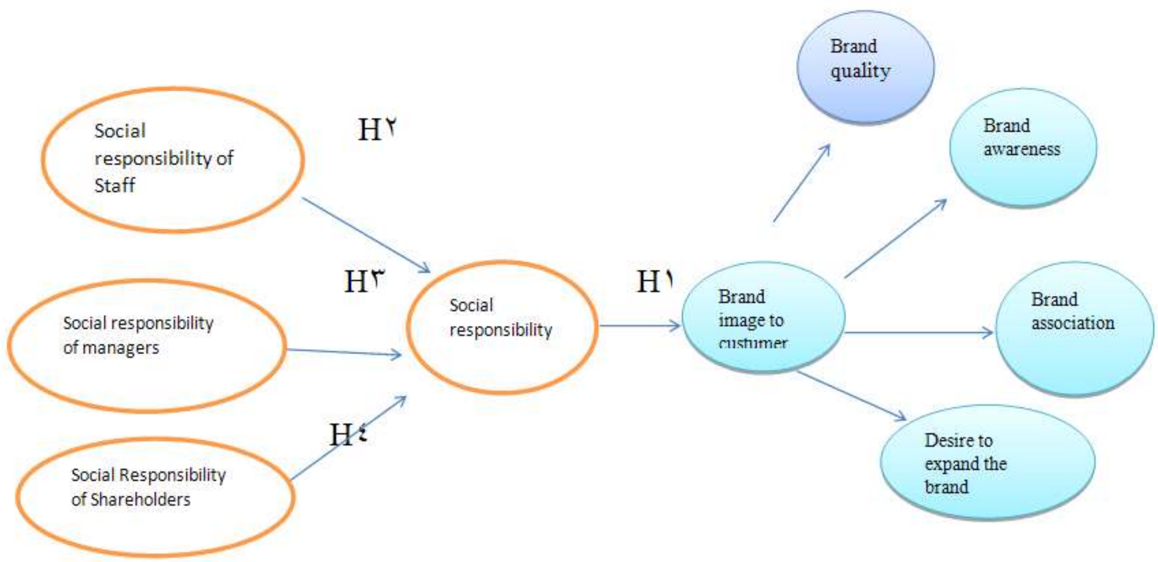

Figure 1: Conceptual Model and Hypotheses

According to this model, the research hypothesis' are as follows.

The Main Hypothesis:

H1: Corporate Social Responsibility has a positive and significant impact on the brand image of the customers in Dana Insurance Co.

Sub Hypotheses:

H2: staff's Social Responsibility has a positive and significant impact on the brand image of the customers.

H3: Senior managers' social responsibility has a positive and significant impact on the brand image of the customers.

H4: Shareholders' social responsibility has a positive and significant impact on the brand image of the customer.

Statistical Population

Dana insurance company was established on twenty-second in June 1974 in partnership with the UK Commercial Union as public limited companies with private capital. It practically began working by early1995.

Today, Dana insurance company has introduced itself to the public as the third largest insurance market of the country by having about 6.5 percent of the country's insurance market. The number of branches of Dana insurance is about 16 branch offices in Tehran which among them 5 branches were randomly selected and those branches' customers were randomly selected when they visited branches (selected) and they have been asked to respond to the questionnaire.

Considering that there is no specific information on the number of community, so to estimate the sampling size, the formula of relative estimating with limited error of 5% and the maximum variance with the amount of 50% were used.

[Equation]= (0.5) * (0.5) = 384

So Total number of 384 questionnaires were distributed and collected throughout the 5 insurance selected branches.

Table 1: Summary of processing reliability of the questionnaire by SPSS

	Number	Percentage
valuable items	365	100.0
deleted items	0	0
Sum	365	100.0

Cronbach's Alpha (32 items): 0.977

Data analysis

SPSS statistical software was used to analyze the data.

Demographic Information

Three demographic variables of age, gender and experience of cooperating with Dana Insurance Co. were investigated. In terms of gender, the majority of respondents were female (by frequency of 58%) and less frequently of men were participated in the study. In terms of age, most of customers were people between 40 -50 years and the lowest were people less than thirty years. Also in terms of experience of cooperating with Dana Insurance Co., the experience of cooperation between five and ten years had the highest rate (168 cases), and the lowest figures on record were less than three years of cooperation which shows that the people who cooperate with the insurance tend to continue cooperating and a kind of loyalty from insured is observed.

T-test

To investigate different dimensions of two main research concepts (social responsibility and brand equity), questionnaire components were considered and any of these components were reflected based on the average amount of 3 with a set of questions in the questionnaire. Table 2 shows participants' responses.

Table 2: The Results of T-test

Constructs	T	df	Sig.(2-tailed)	Mean Difference	95% Confidence Interval of the Difference	
					Lower	Upper
brand quality	38.730	383	.000	3.48958	3.3124	3.6667
brand association	29.660	383	.000	3.23438	3.0200	3.4488
brand awareness	39.775	383	.000	3.43750	3.2676	3.6074
brand expansion	26.189	383	.000	2.98438	2.7603	3.2084
Shareholders responsibility	.199	380	.842	.00919	-.0814	.0997
Managers responsibility	5.553	367	.000	.24423	.1577	.3307
Staff responsibility	7.173	374	.000	.33000	.2395	.4205
Insurance company responsibility	4.859	364	.000	.20890	.1244	.2935
brand image to customer	3.180	383	.002	.14323	.0547	.2318

The above table shows that average of shareholders' responsibility variable is between 3.099 and 2.9181. Average of managers' responsibility variable is between 3.3307 and 3.1577 and average of staffs' responsibility variable is between 3.4205 and 3.2395. It can be concluded that the responsibility status of shareholders, managers and staff is desirable. Although responsibility status of shareholders is somehow less than other two variables, but generally it can be concluded that social responsibility status of the company is desirable. In the case of the dependent variable, according to the average obtained between 3.547and 3.2318, it can be concluded that brand equity status of Dana insurance is desirable.

Regression Analysis

To investigate the correlation between variables, each of the indicators in the questionnaires was presented in two parts of social responsibility and brand image were analyzed using SPSS software.

Hypothesis 1: corporate social responsibility has a significant positive impact on the brand image of the organization in Dana Insurance Co.

At first, correlation between social responsibility and brand image is calculated regardless to social responsibility dimensions:

Table 3: Regression Coefficients of Correlation between Social Responsibility and Brand Image

Model		Unstandardized Coefficients		Standardized Coefficients		
		B	Std. Error	Beta	T	Sig.
1	(Constant)	.231	.093		2.481	.014
	social responsibility of company	.917	.028	.863	32.615	.000
a. Dependent Variable: Equity						

According to coefficients of table 3, observed significant value (0.000) is less than standard significant level, thus on confidence level of 95%, assumption of zero correlation between the two variables is rejected and assumption of non-zero correlation between the two variables is accepted. It means that social responsibility affects brand equity (brand image) and since value of **ß** is positive (0.863), thus this effect is positive. Hence, the first hypothesis is accepted. It means that the more social responsibility Dana insurance shows, the better Brand image would be created in minds of customers.

Y=0.231+0.863x

Table 4: Regression coefficients of correlation between social responsibility and brand image for customers.

Model		Unstandardized Coefficients		Standardized Coefficients		
		B	Std. Error	Beta	T	Sig.
1	(Constant)	.337	.086		3.940	.000
	Social Responsibility of Shareholders	.619	.045	.630	13.658	.000
	Social responsibility of managers	.296	.048	.285	6.176	.000

a. Dependent Variable: mean. Equity

According to table 4 and B column coefficient (the standardized effect of the independent variable on the dependent variable), among components of social responsibility, the greatest effect on brand image is respectively related to the shareholders and managers. The correlation between Staff's responsibility and brand equity is not statistically significant so it is deleted from the model. Also, according to B column values (the non-standardized effect of the independent variable on the dependent variable), regression equation for hypotheses can be written as below:

Y=0/337=0/630x1=0/285x2

The most positive effect on brand image for customers is from shareholders that by providing facilities for their customers, they are able to create a positive brand image for Dana insurance. After that, they are managers of Dana insurance branches that could satisfy customers by high social responsibility.

Hypothesis 2: social responsibility has a significant positive impact on brand quality of the organization.

Correlation of social responsibility and brand quality is calculated regardless to social responsibility dimensions.

Table 5: Regression coefficients of correlation between social responsibility and brand quality

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.460	.257		5.684	.000
	Dana Insurance Corporate Social Responsibility	1.574	.078	.729	20.295	.000

a. Dependent Variable: Brand quality

According to coefficients of table 5, observed significant value (0.000) is less than standard significant level (0.05), thus on confidence level of 95%, assumption of zero correlation between the two variables is rejected and assumption of non-zero correlation between the two variables is accepted. It means that social responsibility affects brand quality and since value of β is positive (0.729), thus this effect is positive. Hence, this hypothesis is accepted.

Y=1.460+0/729x

According to obtained coefficients, it can be concluded that more social responsibilities of staff and managers and shareholders can affect brand quality positively and we are able to conclude which of the social responsibilities affect more the Brand quality. Here we can calculate effects of each dimension of social responsibility on brand quality.

Table 6: Regression Coefficients Associated with Brand Quality and Social Responsibility

Model	Unstandardized Coefficients		Standardized Coefficients	T	sig
	B	Std.Error	Beta		
1 (Constant)	1.603	0.245		6.538	0
social responsibility of shareholders	1.019	0.129	0.511	7.904	0
social responsibility of managers	0.905	0.174	0.429	5.204	0
social responsibility of staff	-0.336	0.139	- 0.168	-2.423	0.016

a. Dependent Variable **:** Brand quality

According to the factor B column (standardize effect dependent variable) among the elements of social responsibility; the greatest impact on their quality is related to shareholders, managers and staff accordingly.
Also according to the values of column B (the effect of the independent variable on dependent variable). The regression equation for rough assumptions can be written as below:

Y=1.603+0.511x1+0.429x2-0.168x3

Hypothesis 3: There is a significant correlation between social responsibility and brand awareness.

Table 7: Regression Coefficients Associated to Social Responsibility and Brand Awareness

Model	Unstandardized Coefficients		Standardized Coefficients	T	sig
	B	**Std.Error**	**Beta**		
1 (Constant)	1.558	0.220		7.066	0
social responsibility of corporate	1.547	0.067	0.773	23.246	0

a. Dependent Variable: Brand awareness

Due to the significant coefficients of the table, the observed significant value of (0.000) is less than the standard level a=0.005.Thus on the 95% confidence level, the null hypothesis (zero correlation between the two variables) is rejected and the alternative hypothesis (non-zero correlation between the two variables) is accepted. It means that the social responsibility has impacts on brand awareness and since the value of B is positive (0.773), therefore this impact is positive. Hence the third hypothesis is confirmed.

Y=1.55+0.773x

Now, with the breakdown of each dimension of social responsibility, influence of each group including shareholders, managers and staff, on brand awareness can be calculated in accordance to table8.

Table 8: Regression Coefficients Associated to Social Responsibility and Brand Awareness

Model	Unstandardized Coefficients		Standardized Coefficients	T	sig
	B	**Std.Error**	**Beta**		
1 (Constant)	1.632	0.222		7.346	0
social responsibility of shareholders	0.764	0.117	0.413	6.542	0
social responsibility of managers	0.355	0.126	0.192	2.825	0.005
social responsibility of staff	0.427	0.158	0.218	2.711	0.007

a. Dependent Variable: Brand awareness

According to the B column coefficient (the effect of the standardized impact of independent variable on the dependent variable), among the sub components of social responsibility, greatest impact on brand equity, is related to shareholders, staff and managers respectively. Also according to the values of column B we can present the below regression equation.

Y=1.632+0.413x1+0.192x2+0.218x3

Shareholders and staff are people who can directly affect the customer awareness, shareholders by using the public media and virtual space and staff by an explanation of that offer to customers have the most impact on them.

Hypothesis4: social responsibility has a significant and positive correlation with brand association.

The relevance of social responsibility on the perceived association is seen in Table 9.

Table 9: Regression Coefficients of Correlation between Social Responsibility and Brand Association

Model	Unstandardized Coefficients		Standardized Coefficients	T	sig
	B	Std.Error	Beta		
1 (Constant)	-0.465	0.262		-1.771	0.077
social responsibility of insurance corporate	2.103	0.079	0.812	26.543	0

a. Dependent Variable :Brand association

Due to the significant coefficients of the table, the observed significant value of (0.000) is less than the standard level a=0.005.Thus on the 95% confidence level, the null hypothesis (zero correlation between the two variables) is rejected and the alternative hypothesis (non-zero correlation between the two variables) is accepted. It means that the social responsibility impacts brand association. Since the value of B is positive (0.812), therefore this impact is positive. Hence the forth hypothesis is confirmed. Also according to values of B column (The non-standardized effect of the independent variable on the dependent variable), regression equation for hypothesis can be written as below:

Y=-465+0.812x

Table 10: Regression coefficients of correlation between dimensions of social responsibility and brand association.

Model	Unstandardized Coefficients		Standardized Coefficients	T	sig
	B	Std.Error	Beta		
1 (Constant)	-0.151	0.248		-0.611	0.541
social responsibility of shareholders	1.576	0.111	0.659	14.147	0
social responsibility of staff	0.497	0.112	0.207	4.449	0

a. Dependent Variable : Brand association

According to the column coefficient ß (the standardized effect of the independent variable on the dependent variable) in table, among the elements of social responsibility, the greatest impact on brand association is related to shareholders and staff .Also according to the values of column B (the non-standardized effect of the independent variable on the dependent variable), The regression equation can be written as below:

Y=-0.151+0.659x1+0.207x2

Hypothesis 4: social responsibility has a significant positive correlation with the desire to accept the brand extension.
The correlation between social responsibility and the brand extension can be seen in table 11.

Table 11: Regression Coefficients of Correlation between Social Responsibility and Brand Expansion

Model	Unstandardized Coefficients		Standardized Coefficients	T	sig
	B	Std.Error	Beta		
1 (Constant)	-0.705	0.283		-2.487	-0.013
social responsibility of corporate	2.113	0.086	0.792	24.685	0

a. Dependent Variable : Brand expansion

Due to the significant coefficients of the table, the observed significant value of (0.000) is less than the standard level a=0.005.Thus on the 95% confidence level, the null hypothesis (zero correlation between the two variables) is rejected and the alternative hypothesis (non-zero correlation between the two variables) is accepted. It means that the social responsibility impacts the desire to brand expansion. Since the value of B is positive (0.792), therefore this impact is positive. Hence the research hypothesis is confirmed. Also according to values of B column (The non-standardized effect of the independent variable on the dependent variable), regression equation for hypothesis can be written as below:

Y=-0.705+0.792x

By increasing social responsibility and customer satisfaction in Dana insurance company, a context to brand expansion for customers is created which by our investigating, the role of shareholders and managers and staff should be investigated separately, thus the impact of each one on the subject should be measured and in this regard we did some tests which the results are presented in table 12.

Table 12: Regression Coefficients of Correlation between Social Responsibility Dimensions and Desire to Accept Brand Extension

Model	Unstandardized Coefficients		Standardized Coefficients	T	sig
	B	Std.Error	Beta		
1 (Constant)	-0.436	0.261		-1.671	0.096
social responsibility of shareholders	1.642	0.138	0.666	11.888	0
social responsibility of managers	0.471	0.146	0.181	3.221	0.001

Dependent Variable: Brand extension

According to the column coefficient B (the standardized effect of the independent variable on the dependent variable) in table, among the elements of social responsibility, the greatest impact on desire to brand extension is related to shareholders and managers respectively .Also according to the values of column B (the non-standardized effect of the independent variable on the dependent variable), The regression equation can be written as below:

Y=-0.436+0.666x1+0.181x2

Accepting social responsibility by stakeholders can have a huge impact on the desire to accept the brand extension in Dana insurance company. Creating customer satisfaction is in order to increase their level of trust and confidence to Dana insurance company, and this could provide extending the brand because the best advertising is word of mouth to spread. We have to remember that performing social responsibilities on behalf of shareholders and managers of Dana insurance company leads to customers desire to accept the expansion of the brand.

According to coefficients above, the Solidarity weights on conceptual model is presented in Figure 2.

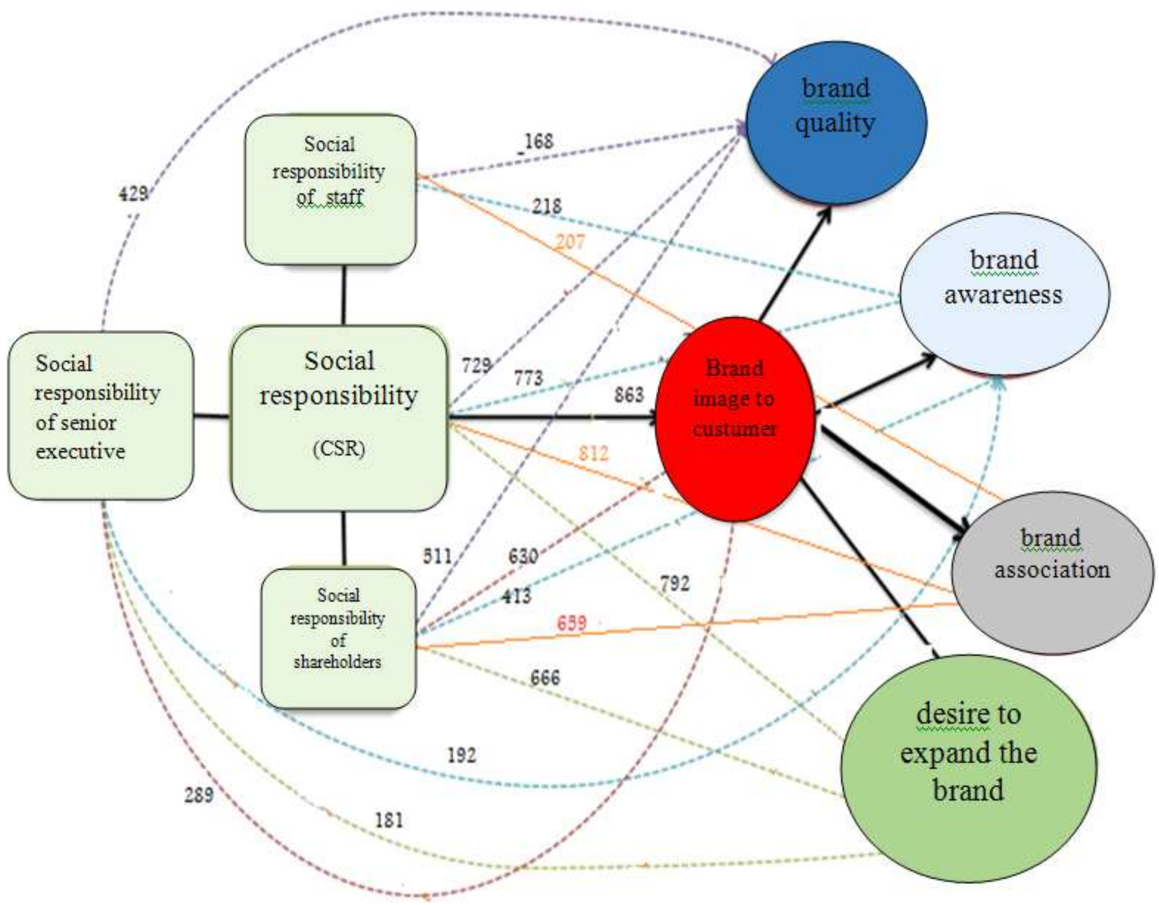

Figure 2: Conceptual Model

The results show that by creating corporate social responsibility and promoting the responsibility among staff and managers and shareholders, improvements can be achieved in brand image. All four hypothesis were well supported in the study as follows:
-Corporate social responsibility has a positive and significant impact on brand image. (Table3)
-Social responsibility of staff has a significant positive impact on brand image (table 4).
-Social responsibility of senior Managers has a significant positive impact on brand image (table4)
- Social responsibility of shareholders has a significant positive impact on brand image (table 4)
In a comparative approach, the study results and results from the research done by Daisyn and Brown in 1977 in (BE) are consistent.

In addition, in 2000, Smith and Higgins showed that the shareholders equity with brand is formed of various elements of brand loyalty, perceived quality, brand awareness, relation with brand and brand satisfaction. In this study also the significant correlation between brand value and social responsibility is investigated and our results are according to the study of smith and Higgins. Also a research of Polsung and Mandhacheetah on customer expectations about corporate social responsibility and perceived quality of services and its impact on brand in the banking industry of Thailand in 2009, showed that corporate social responsibility has indirect impact on variables such as satisfaction and image reputation. Also Sheith and Babiak in 2010 insisted that social behavior of a company leads to an increase in shareholders' equity and also leads to better brand image. (Niazi, et al., 2012).

Polanski and Jones in 2006 reviewed the understanding of complexity of social responsibility at the time of brand construction and found that corporate social responsibility is a central part of the brand. Also researches of universities in Pakistan in the field of corporate social responsibility showed the positive impact of activities related to corporate social responsibility on brand (Niazi, et al. 2012) which all are consistent with our results.

Table 6 and 10 indicate a positive and direct impact of social responsibility of shareholders and managers and staff on brand value.

- The social responsibility of the shareholders has the most impact on the quality of brand which can be used as an important strategy in businesses and brand expansion. It is recommended that a clear picture of the concept of social responsibility in Dana insurance company be created and responsibilities of each staff and managers and shareholders be identified.
- According to table 8, shareholders and staff are people who impact directly on customer awareness of the brand. Using mass media and social networks to disseminate important news and information about community activities can be a great help to the shareholders on this matter.
- Staff can also make good feelings in customers and help to create brand association of the company by respectful and quick response and accurate work to build trust in customers, providing expected services with necessary skills and knowledge, shortening the time of customers' waiting and listen sincerely to them. In table 4 and 6, this role was very low and was a warning that they can hold the necessary training for the staff and create new conditions for hiring new staff. High public relations and individual patients in responding and guiding the customers should be considered.
- Managers were seen as those affecting the brand quality, brand image, brand awareness and a desire to accept the expansion of the brand to customer in this study. By sufficient knowledge they will be able to provide a valuable service to customers of Dana insurance Co. and promote trust and confidence level with a sense of happiness and satisfaction. Managers monitoring on performance of staff can be a great help to fulfill this mission of Dana insurance Co. As well as the integration of environmental management tools and business plans, increasing the ability to attract and retain staff, increase staff morale, reduce operating costs, facilitate payment for customers, donations, updating the educational standards and providing certain services to customers with disabilities are recommended.

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