



Strategies and challenges of implementing social responsibilities based on compliance audit in banking services to stakeholders and its effect on reducing the gap expectations

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Abstract

This study aimed to identify strategies for implementing social responsibility in banking services to stakeholders considering the compliance auditing and determine barriers. The Grounded Theory was used to develop the model, and 21 banking experts were interviewed using a purposive sampling method to collect qualitative data. A total of 336 certified public accountants were selected in the quantitative part using a random sampling method. A questionnaire was used for data collection, and the analysis of variance (ANOVA) and t-test and friedman test were used to analyze the data. The essential executive strategies were to increase welfare services proportional to the inflation rate to employees, implement a meritocracy system in the banking system, accept the workforce with government testing and supervision, increase actual stock returns and distributive profits, provide transparent, timely, and reliable information with simultaneous access for all, development of electronic banking, and justice in equal services to all customers with high quality and speed. In addition, the critical barriers were the lack of prioritizing compliance with social responsibilities at the top of organizational goals and the private or public nature of banks. Considering the confirmation of the five hypotheses, the compliance with social responsibilities in customer service had the most significant effect, and the other stakeholders service had the least effect in reducing the stakeholders' expectation gap.

Keywords: Compliance audit, Bank social responsibilities, Expectation gap, Stakeholder interests

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1. Introduction

Social responsibilities are a set of tasks and commitments for an organization to maintain, care for, and help the community in which it operates. In other words, social responsibility includes avoiding environmental pollution, employment discrimination, immoral activities, forming the consumer about the quality of products, and contributing to the culture of the community [6].

The social audit in an organization seeks to determine the effectiveness of the organization's social performance and is a process that enables the business unit to assess and justify benefits, environmental, economic, and social constraints. An organization uses this method to create value and achieve the goals it has committed to [12]. The purpose of the social audit is to hold companies accountable for their effects on the community and the environment and turn to an annual social audit like the annual financial audit [7].

There is no comprehensive framework or standard practical model for implementing social responsibilities in banking services to stakeholders based on compliance audit to set the compliance standards with social responsibilities in banks as well as binding laws and regulations. In this situation, banks cannot be socially audited in terms of social responsibility and be accountable to society. In this case, the banks refuse to fulfill their social responsibilities and do it according to their own taste and do not follow specific rules and regulations. As a result, the expectations of employees, shareholders, customers, and society are increasing day by day from the performance of banks, and no ceiling can be imagined for it. Every social activity that the bank does is not given much importance, and society still expects more because it is not compared and measured with a certain standard. Therefore, competition between banks to fulfill their social responsibilities is hindered, and they have no incentive to increase and improve their social activities because nothing is measured or the performance of each bank is not described even descriptively. In this study, the implementation model of social responsibilities in banking services to stakeholders based on compliance audit was presented to identify the main stakeholders and introduce practical and practical indicators of implementation of social responsibilities in the field of services banks provide to these stakeholders. It should be ensured that implementing these indicators and factors in banking services to stakeholders fulfill their social responsibilities and reduce the distance between stakeholders' expectations from banking services.

2. Theoretical foundations

Today, corporate social responsibilities include a broader concept than past activities. Social responsibilities are activities that the owners of capital and economic enterprises do voluntarily as influential members of society [15].

The social audit in an organization seeks to determine the effectiveness of the organization's social performance. In other words, social responsibility audit is an independent evaluation of the organization's performance that reports the achievement of social goals by organizations. The purpose of the social audit is to hold companies accountable for their effects on the community and the environment and turn to an annual social audit like the annual financial audit [7].

Social responsibility experts are divided into opponents, moderates, and proponents. Some proponents of market economics, such as Milton Friedman, oppose social responsibility, consider it contradictory to free economic mechanisms, and cite social responsibility as a fundamentally destructive doctrine. According to Friedman, lowering product prices to reduce inflation, hiring to fight unemployment, and spending to reduce environmental pollution is a waste of shareholders' money and capital [4]. Some others believe that corporate social responsibility is inclusive and should cooperate with society in solving social problems because corporate life depends directly on the life

of the society and takes its inputs from the society and pours its outputs into the society. Carol is a proponent of social responsibility and believes that the managers of a business organization have economic, legal, moral, and sacrifice responsibilities. Carol lists these four responsibilities in order of priority and thinks that moral responsibility and sacrifice may become legal and moral responsibilities in the future, respectively. The prominent moderate is Peter Drucker, who considers the first and most important social responsibility of any institution as to its function, task, and work and says, "If a company cannot do its main job of making a profit well, it cannot do any other job" [15].

3. Research literature

Yan Seung Chong et al. investigated the effect of national cultures on the relationship between corporate social performance and the cost of a company's bank borrowing using sample loan facilities from 30 countries worldwide. They concluded that countries with higher levels of social equality and democracy and lower levels of hierarchy and domination had lower bank borrowing costs and higher corporate social performance. In addition, the national culture of the lender bank had a significant role in the relationship between the social performance of the company and the lending contract. Moreover, national culture played an essential role in the economic outcome of corporate social responsibility.

Blaseri et al. examined whether banks' attention to their social responsibilities increases efficiency. An international sample of 481 banks in 14 countries was selected in 2005-2009 using the dynamic network model or data envelopment analysis. They concluded that the application of corporate social responsibility has a positive effect on the efficiency of banks. This relationship depends on the institutional context, in particular, corporate social responsibility has a positive effect on efficiency only in developed countries, i.e., countries that support the investor and are more oriented towards stakeholders.

Hashemi et al. presented a model for promoting the social responsibility of managers in financial and commercial institutions in Gilan province in five dimensions of work conscience, professional ethics, organizational trust, organizational justice, and organizational citizenship behavior using deductive content analysis and three-stage Delphi technique from 32 experts. They indicated that organizational justice (92%) had the most and professional ethics (72%) had the least effect on promoting the social responsibility of managers in financial and commercial institutions of Gilan province. All components had a high ability to promote the social responsibility of managers in financial and commercial institutions.

Ashrafi et al. [3] concluded that the theories of corporate social responsibility are diverse. These theories can be classified into four groups of instrumental theories, political theories, integrated and complementary theories, and moral theories, which focus on the four dimensions of profitability, political performance, social demands, and moral values. These findings showed that a new theory can be formulated concerning corporate social responsibility by merging these four groups of theories.

Evosu and Frimpeng examined the factors that motivate implementing social audits. They cited ethics, investor interests, managerial risk, credit enhancement, regulatory bodies, and the law as essential motivators for conducting social audits.

4. Research Objectives

The primary purpose of this study was to develop a model for implementing social responsibilities in banking services to stakeholders considering the compliance audit.

5. Research questions

1. How is the model of implementing social responsibilities in banking services to stakeholders considering the compliance audit?
2. Whether the factors of implementing social responsibilities in banking services to stakeholders, identified during the development of the model in this study, reduce the gap between their expectations?

6. Research method and population

The present study has a combined qualitative and quantitative approach in which the qualitative method "Grounded Theory" was used to develop the model. Grounded theory or data-based method is a qualitative research method that inductively uses systematic procedures to create a theory about the phenomenon under study. The sampling method in the qualitative part was purposive sampling method based on continuing until the classification of data and information is saturated, and the theory is described in great detail [18]. Semi-structured interviews were conducted with 21 banking experts who, in addition to having a doctorate in accounting and management, were also members of the board of directors of banks to collect data. No new concepts and categories were discovered after the 18th interview, but three other people were interviewed for more confidence. In the systematic approach in Grounded Theory, data analysis is performed in three stages: open coding, axial coding, and selective coding, which ultimately leads to modeling. According to Creswell (2007), Grounded theory can be presented in three forms of the diagram, descriptive and narrative, and a set of propositions [9].

Implementation of social responsibilities in customer service:

The importance of customer and customer orientation in banks today has become a basic and underlying principle, and slogans such as "We do not exist, if there is no customer" and "Customer is our partner" show the importance of the customer for banks. It should be noted that banks should always put the slogan "The customer is always right" on their billboards and note that according to research, any dissatisfied customer can dissuade 11 other customers with lousy advertising [10]. The most important factors that must be considered in banking activities to implement social responsibilities by banks to customers are developing e-banking to increase the speed and accuracy of services as well as save customers time, increasing security in electronic networks to provide services to protect customers' property and gain their trust to use more of these systems, using experienced and trained staff to better and faster response to customer needs, and providing special services for blind and physically disabled customers [14].

Table 1: Implementation of social responsibilities in customer service based on compliance audit

Dimensions	Category	Sub category	Concepts
axial phenomenon	implementing social responsibility in banking services to stakeholders considering the compliance audit	Implement social responsibilities in customer service	<ol style="list-style-type: none"> 1. Did this bank use the queuing machine in all branches and the customer satisfaction feedback machine in the last fiscal year? 2. Did this bank consider the necessary telephone lines in all branches or special funds for direct communication between customers and bank officials in the last fiscal year? 3. Did the bank increase the number of ATMs and bank kiosks in the last fiscal year? 4. Was this bank observe audio and visual order in all branches in the last fiscal year? 5. Were welfare services provided for customers (standard chairs, heating and cooling equipment, drinking fountain) in this bank in the last fiscal year? 6. Was public health observed in the branch environment or by staff in this bank in the last fiscal year? 7. Did the bank file the preliminary files of the facility electronically last year? 8. Did the number of store poses given to customers increase last year? 9. Did the bank pay punctuality prizes to good customers last year? 10. Did the number of mobile banking and internet banking services activated for customers increase in this bank in the last fiscal year? 11. Did the bank handle customers' complaints and appreciation of its employees in the last fiscal year efficiently and as soon as possible? 12. Did the ratio of the number of accounts opened to the total number of branch employees increase in this bank? 13. Did the ratio of payment banking finance to the total number of branch employees increase in this bank? 14. Did the ratio of financial transactions to the total number of branch employees increase last year?

			<ol style="list-style-type: none">15. Did the ratio of the number of virtual systems activated for customers to the total number of employees increase in this bank in the last fiscal year?16. Was the internal building space of the branches sufficient to serve the customers in this bank in the last fiscal year?17. Whether the security of electronic and virtual networks experienced any problems in this bank last year?18. Did this bank use qualified and trained employees in the branches last year?19. Was the bank one of the top banks considered by the central bank in terms of quality of customer service?20. Did the number of customers in this bank increase in the last fiscal year compared to the previous year?21. Did the number of cards and transactions in Shaparak Center increase in this bank last year?22. Were the new deposit terms notified to the customers in this bank in the last fiscal year when renewing old deposits?23. Were there any special booths for providing services to blind and physically disabled customers in this bank in the last fiscal year?24. Did the bank inform the customers about the overdue installments in the last fiscal year by text message?25. Did this bank use the customers' opinion in the last fiscal year to improve the bank's services?
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Table 2: Implementation of social responsibilities in employee service based on compliance audit

Dimensions	Category	Sub category	Concepts
Axial phenomenon	implementing social responsibility in banking services to stakeholders considering the compliance audit	Implement social responsibilities in employee service	<ol style="list-style-type: none"> 1. Did the bank increase the salaries and benefits of its employees as much as the inflation rate last year? 2. Did the bank consider supplementary insurance services for its employees in the last fiscal year? 3. Did the bank increase welfare facilities for its employees last fiscal year? 4. Did the bank use the services of law enforcement personnel last year to protect the safety of its employees? 5. Were the employees 'salary higher than the poverty line declared by the government in this bank last year? 6. Was the ratio of employees to the number of branches under the banking standards announced by the central bank in this bank in the last fiscal year? 7. Did the bank provide in-service training for its employees last year? 8. Did the bank consider appropriate incentives for outstanding employees in attracting deposits and paying banking finance in the last fiscal year? 9. Did the employees of this bank use their maximum annual leave in the last fiscal year? 10. Was there a turnover between the personnel working in the headquarters and the queue in this bank last year? 11. Was the employment of people in different organizational positions commensurate with their education and specialization in this bank in the last fiscal year? 12. Did this bank increase the ceiling of banking finance to its employees in the last fiscal year? 13. Did the bank consider appropriate punitive measures for employees that customers were dissatisfied with? 14. Did this bank provide the possibility for its employees to continue their education in the last financial year?

			<ol style="list-style-type: none">15. Did this bank use standard criteria last year to upgrade the posts of its employees?16. Did the ratio of people with high education and service experience to those holding managerial positions increase in this bank in the last fiscal year?17. Did the bank consider travel expenses for employees whose place of residence is far from work in the last fiscal year?18. Did the bank examine the recruits 'medical health (physical and mental) in its employments last fiscal year?19. Were the practical suggestions of the employees used to improve the provision of bank services in this bank in the last fiscal year?20. Were the employees offering the best offers appreciated in this bank in the last fiscal year?21. Was there any discrimination between men and women in the promotion of employees in this bank last year?22. Was job-appropriate training provided to the employees of this bank in the last financial year?23. Was adequate insurance provided for employees to compensate for work-related losses in this bank in the last financial year?24. Was there a proper transfer between the queue staff and the headquarters in this bank in the last fiscal year?25. Was the private information of the employees misused in this bank in the last fiscal year?26. Were the organizational positions assigned to individuals commensurate with their university education in this bank?
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Implementation of social responsibilities in employee service:

Human capital is considered as one of the most valuable assets in any organization. Attention and exemplary service in a way that attracts their satisfaction increases their efficiency and productivity and ultimately leads to the growth and development of the organization in an organization [11] like a bank whose profitability depends on the services that its employees provide to customers. Today, the services of most banks are similar, so the main factor that causes obvious distinction and competition between banks are having efficient and knowledgeable human resources [13]. The remarkable thing about human resources is that they are human in the first place and have feelings, emotions, and self-esteem. An organization successfully uses its human resources efficiently if it pays special attention to these features. Banks must employ skilled and elite forces without regard to any discrimination to ensure their success [8]. Important factors have been identified in this study that the bank should consider in providing services to its employees to ensure that they have fulfilled their social responsibility to employees. The factors were the increase of their salaries every year as much as the inflation rate announced by the Central Bank, attention to supplementary insurance of employees, employing efficient staff in accordance with the bank's job needs, paying attention to the welfare issues of employees, and their families, proper appreciation of competent and ethical employees, promotion of organizational positions based on standard criteria and competence and not paying attention to external pressures in this field, hiring new staff through tests and scientific interviews, non-discrimination based on race and culture when promoting a job, and paying attention to employee suggestions to improve the bank's service delivery [11].

Implementation of social responsibilities in banking services to shareholders:

Shareholders are one of the primary beneficiaries of the bank, and managers should be held accountable for their social responsibilities. Bank managers should do their best to make the company profitable and increase the stock price of the company during their management and mission and never lose the interests of shareholders to protect their interests [5]. Bank officials should always be vigilant about the rights of retail shareholders and avoid information asymmetry in information disclosure [1]. One of the critical factors is the capital adequacy ratio (CAR) in the bank, which is an indicator for assessing the banks' performance health and financial stability. Banks should have sufficient capital to cover the risk arising from their activities, avoid passing losses to depositors, and have the minimum desired amount of capital to cover their operational risks. According to ball (Basel 1) committee, the minimum capital adequacy ratio for all banks and credit institutions is set at 8% [19]. One of the easiest ways to increase this ratio is to increase capital by banks through revaluation of assets or cash flow from shareholders. The second solution has a special advantage, and increasing this ratio by bank managers increases confidence in fulfilling their social responsibilities to shareholders [16].

Table 3: Implementation of social responsibilities in shareholder services based on compliance audit

Dimensions	Category	Sub category	Concepts
Axial phenomenon	implementing social responsibility in banking services to stakeholders considering the compliance audit	Implement social responsibilities in shareholder service	<ol style="list-style-type: none"> 1. Did this bank succeed in reducing borrowing from the central bank in the last fiscal year? 2. Did this bank succeed in reducing interbank lending in the last fiscal year? 3. Did this bank succeed in increasing the banking finance in the last fiscal year? 4. Did this bank succeed in increasing the acquisition of free deposits last year? 5. Did this bank succeed in reducing non-performing assets in the last fiscal year? 6. Did the bank succeed in reducing the ratio of non-performing assets to total assets last year? 7. Did this bank take favorable measures to increase the capital from the cash flow of the shareholders? 8. Did the bank succeed in reducing risky assets last year? 9. Did this bank succeed in terms of profitability in the last fiscal year? 10. Did the bank succeed in increasing non-shared revenues in the last fiscal year? 11. Did the bank succeed in increasing the ratio of non-shared revenues to total revenues last year? 12. Did the bank succeed in reducing operating costs in the last financial year? 13. Did this bank succeed in increasing its gross profit margin in the last fiscal year? 14. Did the bank succeed in increasing the return on assets (ROA) in the last financial year? 15. Was the cash flow in this bank positive last year? 16. Was the bank positive about the auditors' comments on the financial statements in the last fiscal year? 17. Was the follow-up of the receipt of receivables in this bank timely and by using all legal facilities? 18. Did the bank succeed in reducing non-current receivables in the last financial year?

			<p>19. 19. Did the bank succeed in reducing the ratio of non-current receivables to total banking finance?</p> <p>20. 20. Did the bank take the appropriate measures to increase capital from the asset revaluation?</p> <p>21. 21. Did the bank succeed in increasing the rate of return on equity (ROE) last fiscal year?</p> <p>22. 22. Did this bank provide financial statements to all users timely, reliable, and concurrent in the last fiscal year?</p>
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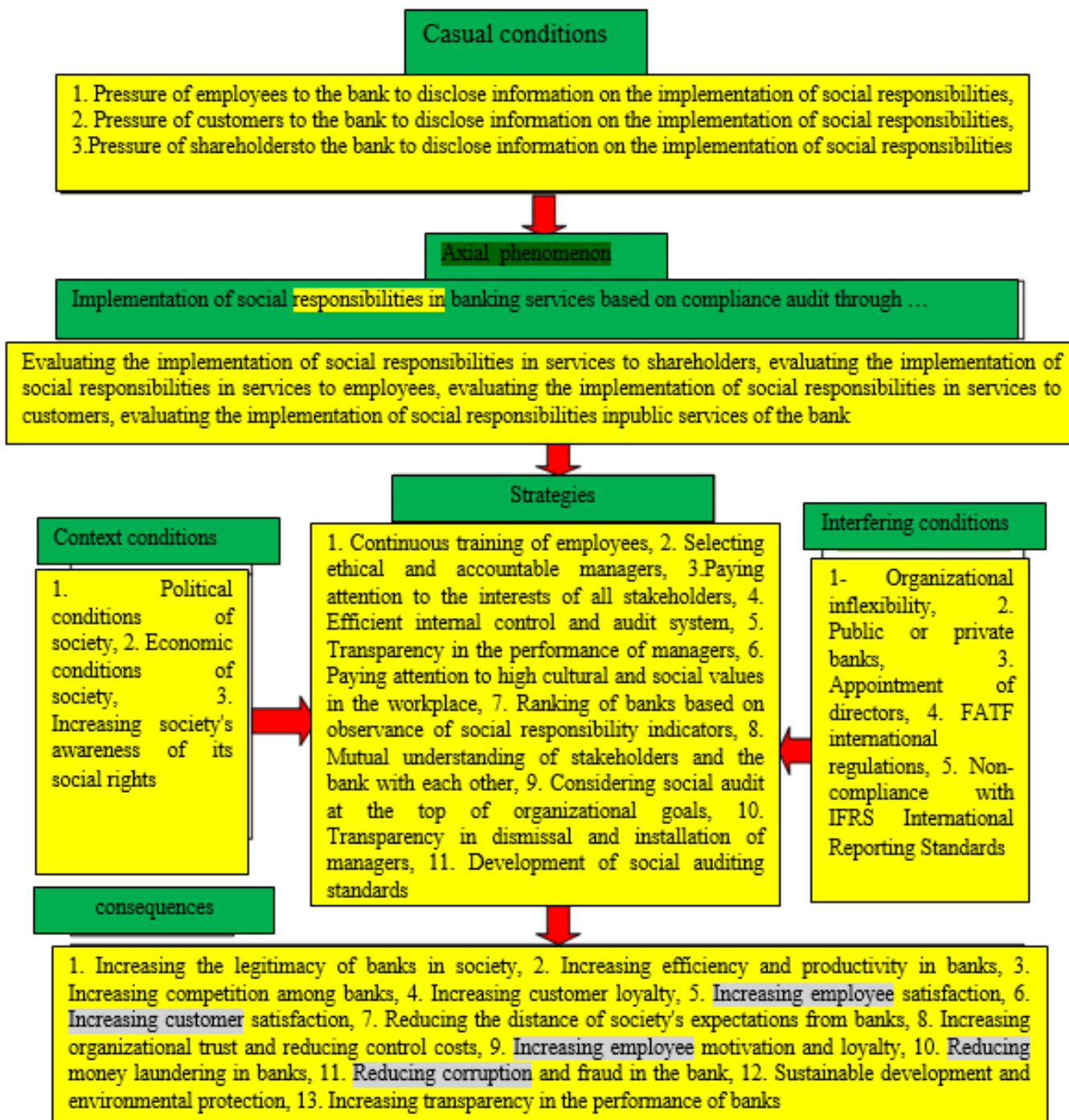
Implementation of social responsibilities in banking services to stakeholders:

According to stakeholder theory, banks are liable to other stakeholders who have indirect interests and should consider their interests in their services in addition to liability to their customers, employees, and shareholders who have a direct interest in the bank [21]. Banks may be successful in the short term in making profits and delivering profits only to their direct stakeholders, including shareholders and depositors, but the continuation of the bank's activity and success, in the long run, requires respecting the interests of all stakeholders [20]. Banks can play a vital role in eliminating the deprivation of all members of society and economic growth and sustainable development of the country as an active social member given the fundamental role they play in the economy of any society. The essential points in this regard are justice in employment, protection of the environment, compliance with government policies to solve the economic problems of society and fight against money laundering, corruption, and fraud [17].

Table 4: Implementation of social responsibilities in bank services to other stakeholders based on compliance audit

Dimensions	Category	Sub category	Concepts
			<p>1. Did this bank do all its employments in the last fiscal year by conducting a nationwide test and public information?</p> <p>2. Did this bank observe the government laws and regulations in the new employments?</p> <p>3. Was the population ratio of men and women in the society observed in this bank in the last fiscal year in new employments?</p>

Axial phenomenon	implementing social responsibility in banking services to stakeholders considering the compliance audit	Implement social responsibilities in other stakeholder service	<ol style="list-style-type: none"> 4. Was there cultural discrimination between the ethnic groups of the society in this bank in new employment? 5. Was the test conducted to recruit new labor under government supervision in this bank in the last fiscal year? 6. Did the bank save electricity, gas, and water in the last fiscal year? 7. Did the bank provide adequate training to employees on environmental protection in the last fiscal year? 8. Did this bank use recyclable consumables in the last fiscal year? 9. Did e-services increase to reduce vehicle traffic and air pollution in this bank in the last fiscal year? 10. Did the construction of schools increase in deprived rural and urban areas in this bank in the last fiscal year? 11. Was there any financial support for academic research on environmental protection in this bank in the last fiscal year? 12. Did the grants for the development of public sports increase in this bank in the last fiscal year? 13. Did the bank increase grants to support culture and art last fiscal year? 14. Were the financial agreements made with rival banks violated in this bank? 15. Was there any saving in paper and plastic consumption in this bank in the last fiscal year? 16. Did the Central Bank's instructions regarding preparing financial statements comply with IFRS standards in this bank in the last fiscal year? 17. Were employees and customers surveyed for job satisfaction and service satisfaction in this bank in the last fiscal year? 18. Did the central bank follow the instructions of the central bank in the last fiscal year against money laundering, corruption, and fraud?
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Quantitative data analysis

This study developed a model for implementing social responsibilities based on compliance audit in banks and determining the indicators and practical factors in banking services to ensure that banks meet their social responsibilities. Therefore, it has been tried to investigate the effect of these indicators on the expectation gap by proposing four hypotheses. The purpose of this part of the study is to answer whether the practical factors of social responsibility in banking services identified during the model development can reduce the gap between stakeholders' expectations. The statistical included the country's official accountants in 2020, whose number in December was about 2800 people. Cochran's formula was used to determine the sample size, and 633 people were selected as a sample. Both library and field methods were used to collect information, and a one-sample Student T-test was used to test the hypotheses as follows:

$$t = \frac{\bar{x} - M_o}{S/\sqrt{n}} \quad (1)$$

In which, M_o is (theoretical mean = mean of community opinion = 3), \bar{x} is the average of the sample, S is the standard deviation of the sample, n is the number of samples, which is 336. In addition, the Friedman test was used with the following test statistics to rank the questions of each hypothesis.

$$x^2 = \frac{12}{nk(k+1)} \sum_{i=1}^k (R_i)^2 - 3n(k+1) \quad (2)$$

In which, k is the number of tests (indicators), n is the sample size, and R_i is the sum of ranks in each test. This test evaluates the status of a variable in several interdependent situations. Finally, analysis of variance and Tukey test were used to rank the hypotheses.

Judgment method

H_0 : the mean answers to the hypothesis are less than or equal to 3.

H_1 : the mean answers of the relevant hypothesis are greater than 3.

According to the Student T -test, the H_0 hypothesis is rejected if the calculated t is significant at $P \geq 0.05$ and the mean response of the samples obtained for the hypothesis is greater than the theoretical mean 3, and thus, the research hypothesis is confirmed [4].

Hypotheses

1. Implementing social responsibilities in banking services to customers reduces the gap between their expectations.
2. Implementing social responsibilities in banking services to employees reduces the gap between their expectations.
3. Implementing social responsibilities in banking services to shareholders reduces the gap between their expectations.
4. Implementing social responsibilities in banking services to other stakeholders reduces the gap between their expectations.

7. Inferential analysis of information: (hypotheses testing)

The hypothesis test for this questionnaire is as follows.

H_0 : The average of the answers is less than or equal to the theoretical mean $M \leq 3$.

H_1 : The average of the answers is significantly different and larger than the theoretical mean $M > 3$.

Table 5: The student t-test for hypotheses

Hypothesis No.	Sample t-test (test statistic = 3)					95% confidence interval		Result
	mean	Standard deviation	t	Degrees of freedom	sig	Lower bound	Upper bound	
1	4	0.984	27.276	335	0.000	1.383	1.595	confirmed
2	4.247	1.251	8.273	335	0.000	1.113	1.381	confirmed
3	4.035	1.389	3.651	335	.000	0.886	1.184	confirmed
4	3.875	1.488	0.776	335	.000	0.715	1.035	confirmed

Considering that the mean value of scores for all hypotheses is higher than 3 and the significance level is less than 0.05 (upper and lower bounds are positive), the null hypothesis is rejected at the 95% confidence level, and the research hypothesis is confirmed. It can be concluded that all hypotheses are confirmed at the 95% confidence level.

Analysis of variance test for rank differences between hypotheses:

Table 6: Analysis of variance to compare the rank of hypotheses

	sum of squares	df	Mean Square	F	Significant level
Between groups	130.096	3	32.524	17.532	0.000
In group	3107.31	1675	1.855		
Total	3237.427	1779			

Analysis of variance showed a significant difference between the hypotheses of this study at the level of 1%, and Tukey's supplementary test showed that the first hypothesis had the highest rank.

Table 7: Ranking of Hypotheses

Rank	Hypothesis	Average ranking
1	1. Implementing social responsibilities in banking services to customers reduces the gap between their expectations.	4.489
2	2. Implementing social responsibilities in banking services to employees reduces the gap between their expectations.	4.247
3	3. Implementing social responsibilities in banking services to shareholders reduces the gap between their expectations.	4.035
4	4. Implementing social responsibilities in banking services to other stakeholders reduces the gap between their expectations.	3.875

Discussion and Conclusion

This study tried to provide a comprehensive framework for social audit in banks by developing a model for implementing social responsibilities in banks based on a model for implementing social responsibilities in banks based on compliance audit in services to stakeholders. First, the reasons for the compliance audit of social responsibility in banks, as well as the stakeholders for whom conducting this social audit is important, were identified. The causal conditions for compliance audit for social responsibility in this study included community and sustainable development, employee pressure, customer pressure, shareholder pressure, and public opinion pressure on banks to disclose social responsibility information. One of the critical information for implementing social responsibilities in banking services for customers was informing about the development of electronic banking services (mobile banking and internet banking) from banks, which plays a critical role in reducing customer visits to branches, and thus, saves time and resources. Other vital items were informing about the amount and method of Qard al-Hasan accounts' lottery, the speed, and accuracy of the employees in customer service, as well as the level of their awareness of the bank directives and the rights of the customers. Informing about the bank's plans for implementing the meritocracy plan and promotion of employees as well as their welfare and job services, including the supplementary insurance plan and the benefits of hard work and job sensitivity, were more important on implementing social responsibilities regarding employee service. Informing about programs to increase deposits and payment of facilities, investment risk, and capital increase have been among the crucial points on implementing social responsibilities in services to shareholders. Finally, the bank's financial support for public sports and culture and art of the country, as well as the bank's plans in financial support for environmental protection, were the most important items about implementing social responsibilities in banking service to other stakeholders.

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