

## Designing and Explaining a Socially Responsible Marketing Model with Emphasis on the Retired Community in Gachsaran Oil and Gas Exploitation Company

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### Highlights

- In order to create favorable and ideal living conditions for the elderly, it is necessary to pay attention to their social needs and take necessary actions for them. These needs include social interactions of the elderly, appropriate environment around them, social support, health, treatment, appropriate housing, educational and recreational activities, and respect for the elderly. It is possible to prevent the social problems of the elderly, such as depression, by paying attention to and solving these needs.
- Supporting retirees during their disability and old age is one of the most important factors in creating a sense of satisfaction and security in a segment of the society that will probably include a significant part of the population in the not-too-distant future.
- Considering the changes Iran's population structure is facing as a result of the decrease in the birth rate and the increase in the level of health, the retired elderly will become a morally and emotionally influential stratum in the society in the future.
- Supporting this group will guarantee the psychological and emotional security of the whole society. Among these supports, we can try to continue the active presence of retirees and the elderly in society and help increase their social participation.

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### Abstract

Unlike other organizations, oil company employees retire at the age of 60, and their retirement is not based on 30 years of service. Therefore, they require more attention during their retirement. Accordingly, this research aims to design and explain a socially responsible marketing model emphasizing the retired community in the Gachsaran Oil and Gas Exploitation Company. The research method was mixed-exploratory, based on the foundational data theory in the qualitative phase using purposive sampling, descriptive and inferential statistics, and structural equation analysis in the quantitative phase. The results show that the Gachsaran Oil and Gas Exploitation Company has a process that cannot be performed separately from the society. Therefore, having socially responsible marketing in the company can help retirees with public services, provide a way to strengthen the motivation of employees, and support the interests of the community during retirement. Thus, these organizations need managers who can determine the organization's future path with depth, guide individuals to the determined path, and create a motivation for transformation based on social marketing in employees of organizations.

**Keywords:** Marketing, Social Marketing, Social Responsibility, Retired Community, Retirees, Gachsaran Oil and Gas Exploitation Company.

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**1. Introduction**

The lack of attention and adherence of organizations and managers to their social duties and responsibilities, including social issues and problems, has attracted the attention of many experts and practitioners of different societies in recent years. Organizations must accept that their philosophy of life has changed and that being alive no longer means reaching a position of continuous profitability; they must seek competition and obtain the necessary tools. Therefore, mastering new approaches, such as social responsibility in business, is an inevitable requirement and necessity (Imani et al., 2016).

Based on social marketing, marketing managers must consider essential factors such as consumer demands and societal benefits in both the short and long term when determining their marketing strategies and policies. In social marketing, profit, and personal benefits are not the main priority. In other words, the emphasis in social marketing is not only on satisfying the needs and wants of individuals through the process of exchange and transaction. Instead, it has a higher goal and purpose: to influence people's societal behaviors and actions (Fadaya, 2012).

Today, companies are committed to expressing the effects of their activities on the natural environment and society. Concepts such as social responsibilities have been emphasized more than before (Mousavi et al., 2016). If we carefully study the duties and responsibilities of social marketers, we will see that social marketing has its roots in another place. There is a close relationship between commercial marketing and social marketing, and social marketing is the application of the principles and methods of commercial marketing to social goals and objectives. Still, despite this fact, it can be firmly stated that commercial and social marketing are intrinsically different (Jalili, 2015).

Corporate social responsibility is recognized as an essential action for organizations. As a result, it brings competitive advantages and positive economic outcomes for companies (Perez et al., 2017). In other words, corporate social responsibility is not only a moral necessity for today's business, but it is increasingly an economic necessity that customers benefit from by paying attention to socially responsible companies (Baskentli. et al., 2018). In this regard, managers of organizations must consider important factors such as the organization's interests, consumers' demands, and society's interests in determining their marketing policies.

The truth is that the study of social marketing as one of the fields related to commercial marketing is not correct because social marketing is an independent field that, despite many similarities with commercial marketing, has differences in terms of goals, objectives, and organization. It is evident and impressive (Luka, 2010).

Corporate social responsibility is one of the most common ways to strengthen and improve an organization's reputation. Based on social identity theory, people interpret their identities through interactions in different social contexts. If an external audience perceives an organization as socially desirable, members of that organization will feel proud of their company and desire to maintain its positive social reputation.

Based on this, the human force should be informed about organizational activities and goals, the background and cognitive conditions or awareness, belonging, and commitment to the organization to promote organizational actions by presenting essential and critical points in the field of the

organization's activities (Yoo et al. 2015). Positive belonging and commitment to the organization's performance are fundamental in improving human resources to balance the work and life environment and reduce conflicts.

The National Oil Fields Company is among the organizations that, due to the rapid global changes in the economic sectors and the introduction of new technologies and innovations, need to improve their human resources, that is, to empower their employees (Deodar et al. 2018).

There are two rival perspectives on the role of companies in fulfilling social responsibilities. In the first perspective, social responsibility goals lead to an increase in shareholder welfare. It believes that companies' attention to social responsibility reduces direct costs (energy, materials, and time waste), increases employee productivity (motivation and absenteeism reduction), reduces risk (more accessible access to credit, increased investor benefits, and stakeholder support), and improves the company's competitive image (Kamali, 2019).

The interest in corporate social responsibility in the 1960s was influenced by the growing social awareness and social movements of that time (Agudelo et al., 2019).

A market survey has shown a positive relationship between corporate social responsibility measures and consumer reactions to the company and its products (Jones et al., 2017).

Companies must consider their social responsibilities to achieve sustainable competitive advantage, increase value, and improve economic performance. Many companies consider their attention to social responsibility essential for fulfilling their fundamental societal role by implementing social, ethical, legal, and environmental standards (Hesas Yeganeh, 2013).

On the other hand, according to the article's subject, old age has many meanings and is viewed differently from different perspectives. For ordinary people, old age is always associated with old age. According to them, an older adult lives with the memories of his past and sees the future with the issues and problems of old age. According to psychologists, old age is a period of life that usually starts from 60 to 65, and changes occur. It creates the internal and external organs of the body in the form of function and disturbs the person's adaptation to the environment (Niknam and Shahriari, 2021).

The elderly population is one of the most critical demographic phenomena in the world at the end of the 20th century and the beginning of the 21st century. According to the United Nations forecasts, the elderly population will increase from 10.5% in 2007 to 21.8% in 2050. According to the 2010 census in Iran, 8.2% of the population is accounted for by the elderly; this amount is predicted to increase to 22% in 2046. Aging is accompanied by decreased performance and independence, increased illness, and the need for care. All these factors make older people vulnerable. However, old age has its definition in every society. Thus, in developed countries, old age starts at 60–65 (Nikkhah et al., 2016).

Corporate social responsibility is a form of management that includes ethical relationships and transparent and clear dealings with all stakeholders. Its establishment as part of the organization's goals enables the development of the community for sustainable development, the preservation of environmental and cultural resources, and the creation of diversity and improvement, leading to a reduction in social problems for future generations. Governments look at the social responsibility of companies and organizations from the perspective of dividing responsibilities and moving toward sustainable development. Companies and organizations see corporate social responsibility as a commercial strategy that enhances their credibility and increases their share in the highly competitive market.

Retirees of the oil industry are a group of people who, according to the oil law, are all over 60 years old and work in the company of the Pensioners' Center office. Of course, this office works virtually and has no specific activities. The company's initial investigation shows that the social responsibility of oil organizations toward society has increased in recent years.

In the wake of increasing public pressure from legislative bodies, popular organizations, and human rights advocates, managers have been forced to reconsider the scope of their social activities and seek to increase public awareness of their possible social and environmental consequences. Companies on communities and stakeholders of companies are to compile new performance standards for business (Morano, 2016).

According to oil laws, retirees from the oil industry are individuals over 60 and have a retirees' office. However, this office operates virtually and has no specific activities. Initial studies show that the social responsibility of organizations toward retirees has become a concern in recent years, especially in the oil companies and their managers. In response to increasing public pressure from legislative bodies, civil organizations, and human rights advocates, managers have had to reconsider the scope of their social activities and develop new performance standards for their businesses to increase public awareness of the potential social and environmental consequences of corporate activities (Morano, 2016). On the other hand, civil society expects companies and organizations, especially economic ones, to take social responsibility since they oversee their financial misconduct and improper performance. From the perspective of some of the well-known researchers in management literature, ethics, and social responsibility often lead to achieving organizational goals, so they are worthy of discussion and examination (Rahchamani, 2015).

The discussion of corporate social responsibility revolves around organizations' impact on society or their environment. As organizations significantly influence the social system, their activities should be conducted to maximize their positive effects and minimize their negative impacts. They should also be the most influential members of society, concerned with society's long-term needs and desires. Therefore, social responsibility encompasses examining the effect of social responsibility on satisfaction with purchasing, labor practices, consumer behavior, environmental support, human rights, ethical codes of conduct and obedience, social activities, and philanthropy (Veisesh, 2021).

In fulfilling their duties, state-owned companies should consider social responsibilities as part of their societal conditions. In the case of the Gachsaran Oil and Gas Exploitation Company, issues such as transportation systems and public services (clubs, sports, and cultural affairs) can be of significant importance to retirees. The neglect of this community due to the lack of attention to the promotion of social marketing in this matter and factors related to social responsibility has led to the fact that managers of various marketing areas often act without a specific plan and strategy; in some cases, they even have conflicting and contradictory actions. As a result, instead of presenting a clear, coherent, and consistent image of this community and its concerns, they have presented disparate, contradictory, and confusing images of their achievements. Considering the above explanations and the importance of social marketing and the necessity of attention to the retiree community, the main objective of this study is to answer the fundamental question: what is the appropriate model of social marketing based on social responsibility, with emphasis on the retired community in the Gachsaran Oil and Gas Exploitation Company?

The main qualitative and quantitative research objectives are as follows:

In today's modern and advanced world, social and economic development has led to a decrease in population growth and an increase in life expectancy at the global level. In this way, the process of demographic transition led to a change in the population's age structure, that is, the population's age

transition, so it is expected that the weight of the population will gradually shift from young age groups to older age groups.

The development is rushing toward the increase of the aging population, and demographics present different realities in front of us. Based on this, it is expected that by the middle of this century, about 8 out of every 10 older adults will live under development. This means changing the geographical situation of the elderly population in the future. Whether the developing countries follow these inevitable developments, make the necessary changes, and obtain the relevant preparations is a topic of great importance. However, paying attention to social responsibility has turned from a mere compulsion, duty, or benevolent act into a source of opportunity, innovation, and competitive advantage for organizations.

In today's era, corporate social responsibility has become an inseparable and long-term approach to the organization's success, in such a way that social responsibility is a new field for emerging thoughts and innovative ideas in the field of organizational reforms and changes in front of managers and employees of organizations.

The social responsibility of related organizations and institutions has gradually become one of the most important pillars of modern business in such a way that organizations cannot continue their activities regardless of the effects and consequences of their activities on society.

The main qualitative research objective is to provide an appropriate social marketing model based on social responsibility, focusing on the retiree community at the Gachsaran Oil and Gas Exploitation Company.

The main quantitative research objective is to identify the relationships between components of social marketing based on social responsibility and its antecedents and consequences at the Gachsaran Oil and Gas Exploitation Company.

## **2. Background review**

Various companies and institutions accept responsibilities and commitments toward the society in which they operate. These responsibilities are the same organizational or corporate social responsibility that reflects the role of the organization or company in the social sphere. Regarding social responsibility, the issue goes beyond economic and financial matters. There will be less attention to monetary benefits, but the main focus is on social benefits. The National Retirement Fund is also one of the active organizations in the country that pays attention to this issue and tries to address its social responsibility by participating in various projects. Retirees in retirement period need an organization to take care of their affairs. Currently, this institution is the National Retirement Fund. Of course, the National Retirement Fund generally has only one primary duty: to care for the retirees' livelihood affairs. However, the National Retirement Fund considers its responsibility beyond providing retirees' financial affairs and has also included other issues, such as cultural and social affairs, in its agenda (Mashayekh, 2021).

Social responsibility is the commitment of merchants to respect existing laws and values and comply with public policies in their decisions and activities. Howard Bowen introduced this concept in his book *What Responsibilities to Expect from Business about Society* in 1953. Today's businesses are inevitably required to adopt and comply with ethical, environmental, legal, commercial, and public standards to respond to consumer society's growing sensitivities and strictness. Social responsibility is considered a humanitarian activity and a valuable part of stakeholder management. It responds to large companies' economic, social, and environmental concerns (Shafiee and Ahmadzadeh, 2017).

The first conceptual foundations of social responsibility were introduced by Bowen in 1950. Since then, the definitions and dimensions of this concept have been developed. In the 1990s, the concepts of corporate social responsibility were further developed with new theories such as the stakeholder theory, the business ethics theory, and corporate citizenship; finally, in the new era, it is recognized as an essential element for the survival and success of businesses (Cornell, 2019).

There are three theoretical approaches to corporate social responsibility (CSR) (El-Fotous et al., 2016; Scott, 2015; Homaunirad et al., 2020). Based on neoclassical economic theories, the first approach sees a company's primary responsibility as financial, i.e., maximizing profit, and considers other humanitarian duties outside the scope of a company's activities. The main weakness of this theory is that maximizing profit for shareholders only serves short-term interests instead of long-term benefits.

With the responsibility perspective, the second approach considers social goals about maximizing profit. A company should be responsible to its shareholders and other groups that contribute to its success, such as customers, government organizations, labor unions, employees, and creditors. This approach aims to maximize profit in the long run.

The third approach, known as the stakeholder theory, argues that the ultimate goal of companies should not be profit. Still, companies should work alongside the government and other societal institutions to address problems such as poverty, unemployment, pollution, and inflation. By implementing CSR initiatives, companies can reap numerous benefits such as increased productivity, attracting top talent, and improving overall organizational credibility, thereby leading to endless new opportunities. However, since CSR initiatives can be costly, careful examination is required to determine which initiatives are most suitable for each organization.

CSR is an ethical framework in which individuals or companies are responsible for their civic duties and actions that benefit society. If a company or individual intends to take actions that could harm the environment or culture, it is considered socially irresponsible. According to this concept, managers should make decisions that not only maximize the company's profit but also protect the interests of society as a whole.

Corporate social responsibility is a relatively new concept rapidly gaining momentum among various organizations (Barthorpe, 2010:4–17). In our country, the issue of CSR is critical due to specific conditions and the need for economic and industrial development. Nowadays, our managers must move away from a narrow focus on their organizational goals and instead use society's goals as a guide in their efforts. Despite business survival, competition, and development challenges, continuous attention to social and environmental issues can still be very important.

Ethical principles refer to a set of principles that govern the behavior of a company or individual. Organizations must follow ethical principles in their daily actions, especially in decisions that affect others or the environment. Social responsibility laws and ethical behavior should be implemented within and when interacting with others outside the company. As long as an organization maintains solid moral standards and adheres to the principles of social responsibility, the employees and the environment are equally important and should not be prioritized over one another.

However, government intervention often becomes necessary if a company ignores its ethical standards and engages in socially irresponsible actions, such as neglecting environmental regulations to increase profitability. After understanding what CSR is, the following question arises: what benefits does CSR have?

## **2.1. What are the benefits of corporate social responsibility?**

### **2.1.1. Helps with competitive advantage**

Today, most customers agree that an organization's social responsibility is one of the main criteria when it comes to purchasing or making deals, and your organization can use this as an advantage in its marketing and business positioning.

### **2.1.2. Attracts investors to your business**

Investors generally believe that committing to social changes is an excellent way for any company to position itself for long-term success. Balancing a focus on profitability with social responsibility can create countless opportunities for companies.

### **2.1.3. Improves your business culture**

If your employees see social responsibility initiatives, they will have more motivation and commitment to your organization. Allocating time to support employee social initiatives can create pride, loyalty, and motivation among your team members, making everyone more committed and productive.

### **2.1.4. Enhances your company's reputation**

Suppose your organization regularly engages in social responsibility initiatives. In that case, it gives customers, investors, and the world the impression that your company is economically capable and has income potential. This, in turn, can attract new investors (Hemayuni Rad, 2020).

The main activities of corporate social responsibility (CSR) include:

- Incorporating social requirements into the final product or production process;
- Changing human resource management methods;
- Achieving higher levels of environmental sustainability through recycling and pollution reduction;
- Promoting the goals of social organizations (Virvilaite, 2015).

Different organizations have different definitions of corporate social responsibility, but there is a vast common ground between them. The World Business Council for Sustainable Development defined corporate social responsibility in 1999 as the ongoing commitment of businesses to ethical behavior and economic development, provided that improving the quality of life for their workforce, their families, and the local community is widely achieved. In this regard, enhancing organizational identity is one of the fundamental concerns of organizational behavior scholars (Kheirandish et al., 2019).

According to studies conducted by Salmani and Zoghi (2022), who examined the relationship between loneliness, spiritual intelligence, and general health with death anxiety in the elderly: the mediating role of mindfulness, increasing the level of mindfulness helps reduce death anxiety in the elderly. Solutions need to be provided to increase it in this community.

Razaei (2016, 2017) introduces some sustainability theories, such as agency/stakeholder, signaling, legitimacy, and stewardship, which can explain companies' commitment to CSR activities and their motivations for disclosing performance-related information. The stakeholder theory implies that companies engage in CSR activities to create suitable shareholder financial returns. The stakeholder theory means that the goal of a company is to create sustainable value for everyone, from investors to employees, customers, society, and the environment. The legitimacy theory shows that companies face social and political pressure, which requires them to maintain legitimacy by committing and adhering to environmental and social agreements. The stewardship theory sees management as a steward of all

financial, physical, human, social, and ecological assets. These theories show that organizations should focus on activities that benefit society and the environment beyond short-term profit maximization (Razaei, 2016, 2017).

Bagheri and colleagues have studied the relationship between self-efficacy and quality of life with the mediating role of psychological well-being in the elderly, which indicates the importance of improving the quality of life based on psychological health and comfort level when dealing with complex conditions (Bagheri et al., 2022). Additionally, Valizadeh and Parandin examined the effectiveness of mindfulness-based cognitive therapy on irrational beliefs and happiness in older people. The findings showed that mindfulness-based cognitive therapy led to less irrational beliefs and greater happiness in older people. Moreover, in light of the effectiveness of mindfulness-based cognitive therapy, therapists and health professionals can use this therapeutic approach for health-related interventions, especially for improving irrational beliefs and happiness (Valizadeh and Parandin, 2022).

In another study, Khazaei Pour and Naghavi emphasized the importance of social participation as a determinant of health and a modifiable factor in the active aging process, given the rapid growth of the elderly population in the country. Their study aimed to determine the level of social participation, its causes, and practical barriers among older people in Mazandaran. It seems that policymaking and designing comprehensive programs and creating appropriate infrastructure to reduce the obstacles, such as increasing facilities, activities, and recreational and entertainment opportunities; improving income and disease management; and considering other important related factors, are essential (Khazaei Pour and Naghavi, 2022).

Furthermore, Chen and Hang (2020) showed that companies with higher levels of social responsibility have more transparency about their social responsibility, strengthen interaction with stakeholders, and are less involved in profit management. Additionally, social responsibility performance can improve a company's value. Still, when companies use social responsibility activities to cover up opportunistic behaviors by managers and divert stakeholders' attention from profit distortion, the company's value decreases.

In another study, Montazer Hojjat et al. (2022) aimed to investigate the qualitative factors affecting social media marketing in urban virtual spaces, followed by ranking these factors quantitatively. According to their results, the most critical factors affecting social media marketing in urban virtual spaces are marketing-related factors, management factors, competitiveness, and social media. Moreover, Chinoui and colleagues examined the empirical effects of social media marketing on the unique value of relationships, brand value, and fashion brands among students of the University of Kelantan in Malaysia, who have high levels of internet intelligence and enjoy social media. The results showed that interaction was the first concern among respondents; in other words, the relationship between the fashion industry brands and customers is essential and contributes to establishing relationships to obtain more information about them (Chinoui, 2021).

Majidian and Mohammadzadeh examined developing and validating an influential behavior model in social media marketing. They identified 17 components and 90 indicators, of which 4 were influential in influencers' behavior in social media marketing. Ultimately, a research model of influential factors was presented, and its fit was appropriate (Majidian and Mohammadzadeh, 2021). Hassas Yeganeh et al. (2020) found a positive relationship between company value and corporate social responsibility reporting score. Their research on the relationship between corporate governance metrics and CSR indicated a significant correlation between the ownership concentration metric and social responsibility. Still, there was no significant correlation between the percentage of shares held by major shareholders and social responsibility.



Carroll et al. (2016) acknowledged that research results have led to developing a model for predicting CSR and CSP statistical indicators called IRT. This dynamic model can measure its current effects after entering CSR indicators. Li et al. (2016) found that institutional conditions generally can influence the growth of the life insurance sector. This result may occur due to risk and adverse selection, risky behavior, and macroeconomic fluctuations.

Previous research indicates that the topic of social marketing models based on social responsibility in the Gachsaran Oil and Gas Exploitation Company, with an emphasis on retired society, has received less attention. Social marketing models presented in this area have mainly been superficial and less continuous and coherent. Therefore, it can be stated that social marketing based on social responsibility, especially in the retired oil society, has not yet evolved, and many key issues and topics remain for research in this field.

### 2.1.5. Main qualitative research question

The main qualitative research question is as follows: What is an appropriate social marketing model based on social responsibility (components, antecedents, and consequences) emphasizing the retired community in the Gachsaran Oil and Gas Exploitation Company?

The main quantitative research question, based on the mixed-method approach, is the following: Considering the main qualitative research question, what relationships exist between the components, antecedents, and consequences of the social marketing model based on social responsibility, with an emphasis on the retired community in the Gachsaran Oil and Gas Exploitation Company?

## 3. Research methodology

**Table 1**  
Research methodology

<b>This research/present study</b>	<b>Dimension</b>
Pragmatism paradigm	Philosophical foundations
Applied–developmental	Orientation
Inductive	Approach/method
Mixed/hybrid	Research methodology
Exploratory–applied	Goal/purpose
Data-driven and descriptive–exploratory theorizing	Strategy
Library-based, observation, interview, and questionnaire	Data collection tools and methods

The current research methodology is a mixed–exploratory approach, which, in the qualitative sampling stage, was conducted using theoretical sampling techniques in accordance with the systematic pattern of the theoretical data framework from among experts and experienced managers familiar with the field of social marketing as well as retirees and some oil retirees. The research reached theoretical saturation through in-depth interviews with 13 selected participants.

Data analysis was performed using coding and thematic analysis based on the data-driven approach. In the initial phase of the research, the topic was recognized through open interviews with the selected sample. Further, observing the behavior of managers in the Gachsaran Oil and Gas Exploitation Company helped the researcher deepen their understanding. Then, based on the coding and thematic

analysis, the conceptual model of the research was drawn, and after each interview, the texts were extracted and coded. Three stages of open, axial, and selective coding were performed on the data.

The resulting codes were compared with previous codes, and conceptually similar codes were classified into a category and gradually formed into hierarchical levels. The categories were also compared and, if necessary, integrated. Some categories were separated into two or more categories to obtain a category axis.

The present study used a descriptive survey method in the quantitative phase. In this phase, a sample size of 384 was selected by simple random sampling from the elderly population of Gachsaran, according to Morgan's table, due to the infinite nature of the population. However, given the prevalence of the COVID-19 pandemic, the closure of some administrative organizations, and the inability to travel to retirement centers, the number of collected samples was 86. Quantitative data were analyzed using descriptive and inferential statistics and structural equation modeling (with a partial least squares approach) using SPSS24 and Smart PLS2 software.

### **3.1. Conceptual definitions of variables**

**Social Marketing for the Elderly:** The process of applying marketing techniques to influence the actions and behaviors of individuals in society toward improving the well-being of the elderly community.

**Targeted Social Advertising:** Essentially, it includes advertising, both online and offline, that targets a specific market segment with influential target audience features to achieve the best results.

**Effective Social Communication:** Establishing relationships with others in the community, mutual understanding, and influencing individuals, groups, and organizations to provide individual and social enjoyment for oneself and others.

**Conscious and Voluntary Social Change:** Self-motivation and willingness to pay attention to customer opinions, needs, and preferences and move toward meeting those needs through appropriate services, ideas, or behaviors.

**Continuous Strategic Planning:** A comprehensive and continuous plan to achieve organizational missions and objectives, focusing on the community's interests as a competitive advantage.

**Social Capital:** It relates to the values and norms that arise from a social group's links and mutual relationships, and the creator of those links and relationships is also considered.

### **3.2. Advocacy and special strategy programs**

This addresses designing a program to support awareness of situations, stakeholders, relationships, and methods of change creation; identifying audiences, the right message, the appropriate messenger, and capacities; and ultimately implementing and evaluating the program.

### **3.3. Application of new technologies**

This refers to techniques (processes, methods, tools, equipment, machinery, and skills) applied to improve and extend human life.

### **3.4. Quality of life**

According to the World Health Organization, quality of life is defined as the perception of individuals of their situation in life in the context of the culture and value systems in which they live and about their goals, expectations, standards, and concerns (Bonomi, 2000).

### 3.5. Elderly self-efficacy

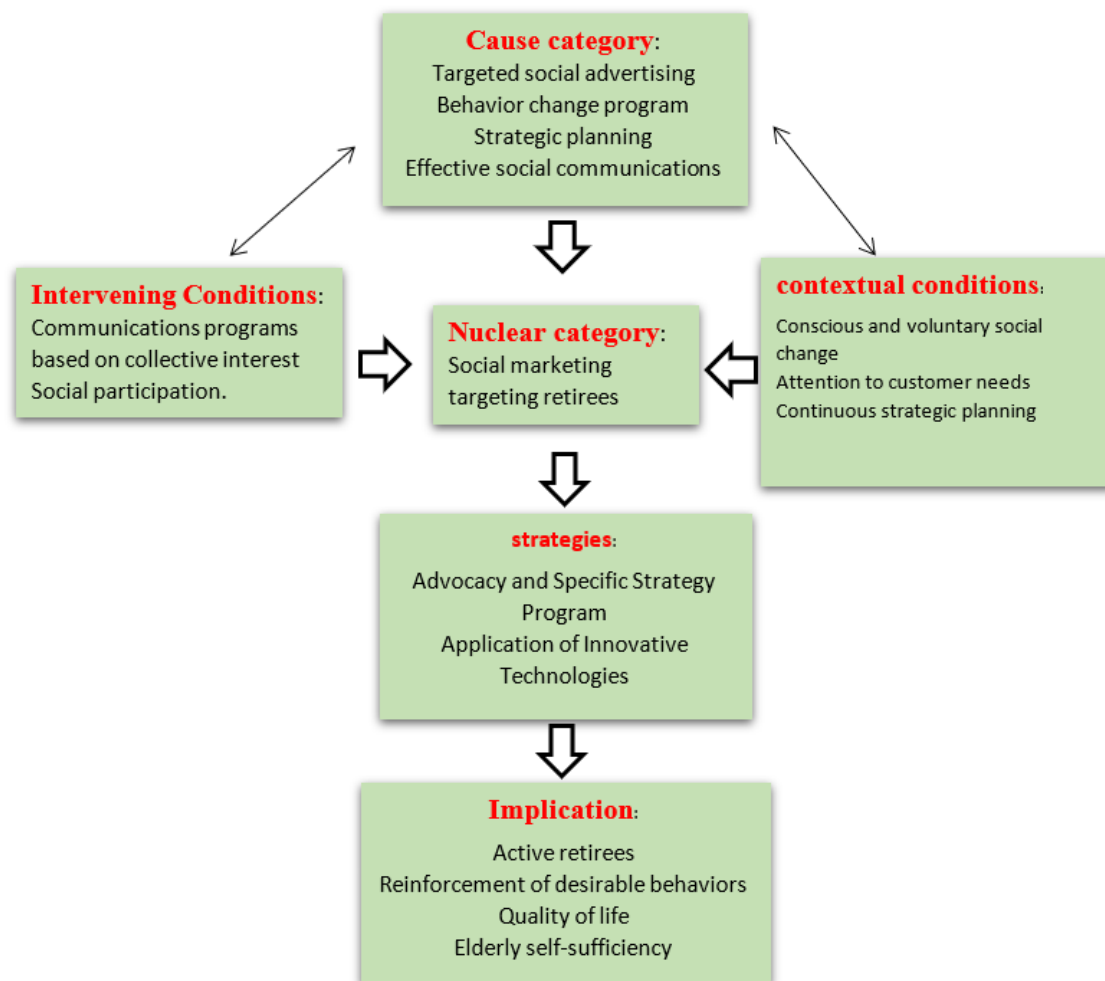
This addresses behavior modification through increased social relationships, self-care activities, adaptability to challenges, and satisfaction with life.

### 3.6. Social responsibility

Corporate social responsibility can have a different concept for each individual. Corporate social responsibility is now a recognized term for what it used to be, a variety of conditions, including human friendliness, organizational citizenship, business ethics, stockholding, social participation, managerial responsibility, responsible investment, sustainability, triple bottom line, and corporate accountability. However, the meaning of these terms varies from country to country (Hsu, 2012).

## 4. Findings

Based on the data obtained from interviews conducted with the Gachsaran Oil and Gas Exploitation Company, the coding results, and the research literature, the variable of social marketing for retirees is selected as the core concept. Therefore, at this stage of the coding process, all identified concepts related to the phenomenon or core variables, the social marketing of older people, are united and merged into the current research paradigm model, as shown in Figure 1.



**Figure 1**

The paradigmatic research models

## **4.1. Nuclear category**

### **4.1.1. Social marketing of retirees**

Gachsaran Oil and Gas Exploitation Company aims to promote social and welfare goals and improve the well-being of retirees and society. Social marketing of retirees is, in fact, the process of using marketing techniques to influence the behavior of individuals in society to promote the welfare of retirees. The current trend in marketing and its mutual relationship with modern society seeks a paradigm shift that is no longer solely focused on profit for organizations or denial of a society's underlying needs when existing paradigms cannot respond to the changing needs of humanity. A new theory is needed.

## **4.2. Cause category**

### **4.2.1. Targeted social advertising**

Targeted social advertising refers to advertisements targeting specific market segments with important online and offline characteristics to achieve the best results. Since we are always looking for maximum output and conversion rates, we need to use different methods to reach our target audience with our content, knowing that they will respond similarly to our message based on our identical characteristics in the Gachsaran Oil and Gas Exploitation Company.

Customized and personalized messages are sent to them, allowing you to deliver services and products directly to them at the Gachsaran Oil and Gas Exploitation Company, addressing their needs properly and receiving something they are interested in and connected to.

### **4.2.2. Effective social communication**

Effective social communication refers to establishing communication with others in society and understanding mutual influence to provide individual and social enjoyment for oneself and others. Establishing communication with others satisfies many needs and provides opportunities for individual and social enjoyment.

## **4.3. Contextual conditions**

### **4.3.1. Voluntary and conscious social change**

With the growing and rapid population from one side and the effects of this phenomenon on economic and social conditions, retirement has become a social issue in most societies. In social marketing, the primary vital principles are understanding customer opinions, demands, needs, and preferences and providing services, ideas, or behaviors that are appropriate to them. In the entire process of social marketing, attention to the customer and moving toward meeting their needs are seen, which makes voluntary social change and willingness more likely.

### **4.3.2. Continuous strategic planning**

Continuous strategic planning is a comprehensive and constant plan to achieve organizational missions and goals and consider community benefits a competitive advantage.

#### **4.4. Intervening conditions**

##### **4.4.1. Social capital**

This refers to the links and relationships between network members as a valuable source for achieving members' goals by creating standards and mutual trust. Social capital arises from the level of communication, mutual trust, and cohesion between individuals in a small or large community. Social capital has two essential components: trust and link. The greater the cohesion and confidence, the greater the attachment, care, passivity, and trust between peers, fellow citizens, organizational colleagues, or family members. This capital is more effective in the success of communities that benefit from it than economic, natural, and human capital.

#### **4.5. Strategies**

##### **4.5.1. Supporting specific programs and strategies**

Considering that one of the most important reasons for the vulnerability of the elderly to various diseases is loneliness and isolation, families should pay attention to the presence of older adults and retirement in family, social relationships, especially communication with new generations, and using the abilities of these individuals in solving family and social problems. The middle-aged population, as a group that will soon face the challenges of retirement, should not neglect their mental health care, should give importance to the treatment of their psychological problems, and should maintain positive activities in the family, friendship, intergenerational, and social network, helping improve their mental health status.

##### **4.5.2. The use of innovative technologies**

Technology provides a significant guarantee for improving retirement life, allowing retirees to maintain their independence and have a longer lifespan. Technology tools and services can help retirees improve their health and well-being and prevent them from incurring high costs in hospitals or care centers.

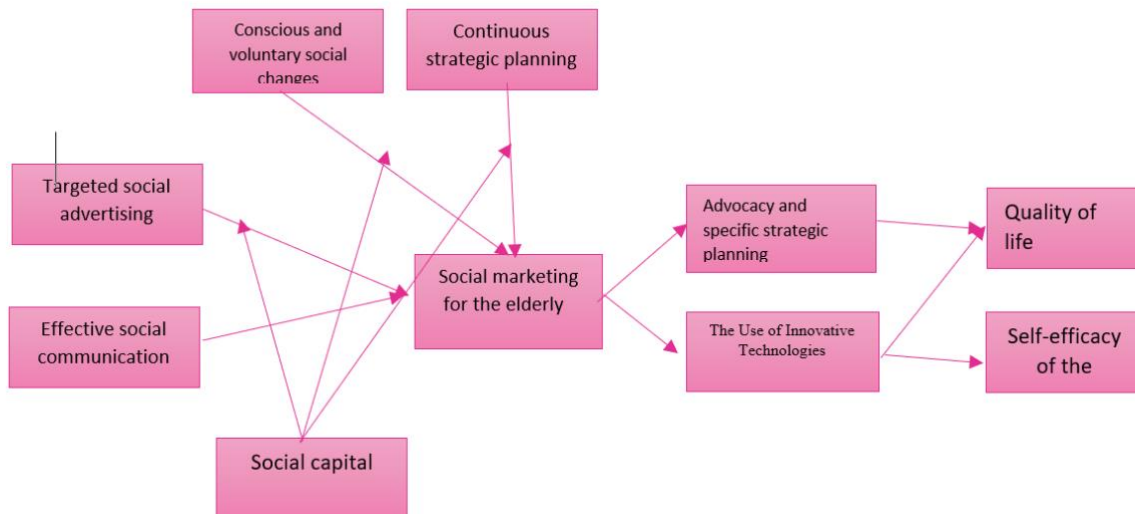
#### **4.6. Implication**

##### **4.6.1. Retirees' self-efficacy**

Retirees' self-efficacy refers to improving behavior by increasing social relationships and self-care activities, adapting to challenges, and being satisfied with life. Self-efficacy allows retirees to make decisions and be independent in people-centered social organizations to promote their health. With practical training programs, retirees prepare themselves for societal challenges and provide better living conditions while caring for themselves. Furthermore, strengthening self-efficacy leads to stress management and improved health.

##### **4.6.2. Quality of life**

Like many things, life is often not just about quantity but quality. In addition to meeting their medical needs, we must also pay attention to their mental and emotional needs to help them have a positive outlook. Due to the complexity of the paradigm model and the large number of variables, the most critical variables and hypotheses were selected based on the emphasis of the interviewees and the perception of researchers, supervisors, and advisors from the data analysis process.



**Figure 2**

The research process model

Given the sample size, in this study, confirmatory factor analysis (CFA) and partial least squares (PLS) structural equation modeling (SEM) techniques were used to test the research hypotheses and validate the model. Furthermore, the results of the Kaiser–Meyer–Olkin (KMO) measure and Bartlett’s test of sphericity were used to assess the adequacy of the sample. The KMO value was 0.883 (above 0.7), so the sample size was sufficient for conducting factor analysis and structural equation modeling. The significance level of Bartlett’s test was also less than 5%, indicating a significant relationship between the variables and making factor analysis appropriate for identifying a suitable structural model. The results of the Smirnov–Kolmogorov test for the research variables showed that the significance level was less than 0.05, implying that the data were not normally distributed.

#### 4.7. Validity and reliability of the study

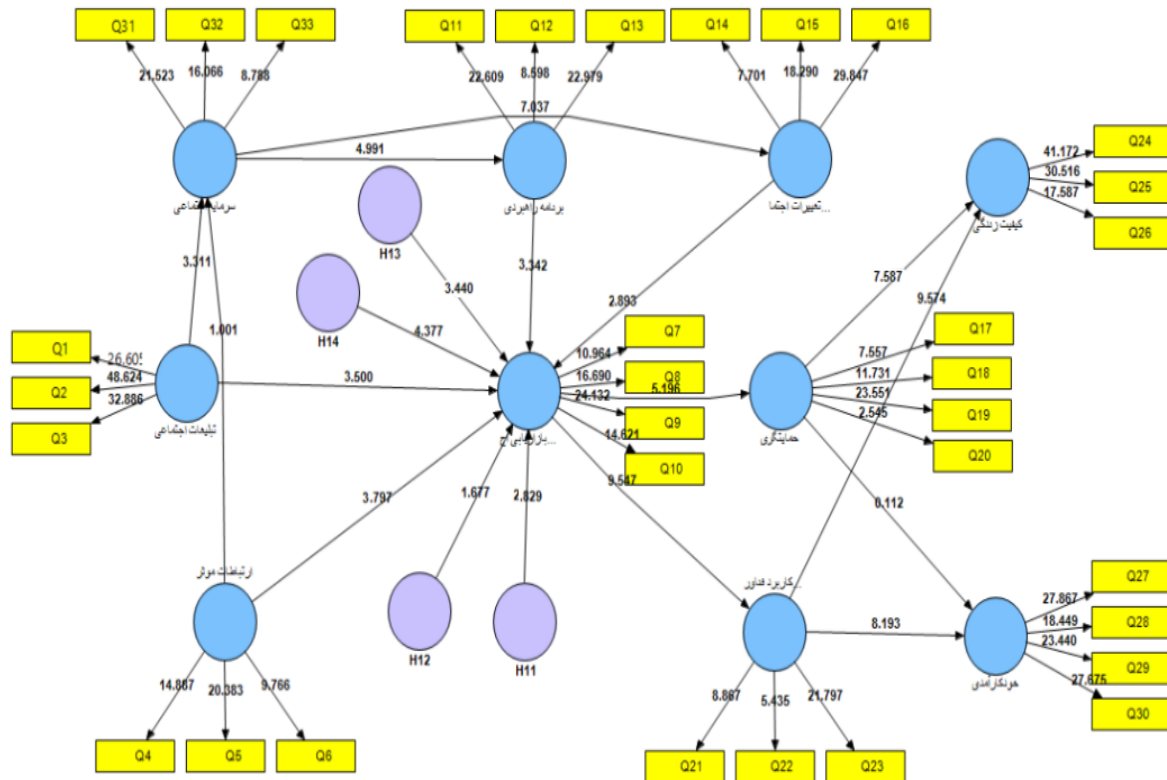
**1. Examination of factor loading validity:** The commonality factor indicates the proportion of a variable’s variances explained by the underlying factor. According to the analysis results, all factor loadings were greater than 0.5, indicating that all items in the model were retained, and there was no reason to remove any of them.

**2. Content validity ratio:** Out of a total of 33 indices for measuring 10 variables, the content validity of all 33 indices received scores higher than 0.7 based on the opinions of 7 experts. Therefore, we can be optimistic about the content validity of the questions.

**3. Content validity index (CVI):** The minimum acceptable value for the CVI is 0.69; if an item’s CVI is less than 0.69, the item should be removed. Since the content validity index of most of the questions was higher than 0.7, we can be optimistic about the content validity of the questions.

**4. Convergent validity, composite reliability, structural validity, and goodness-of-fit index:** To measure the convergent validity, three units were considered: factor loadings, the average extracted variance, and composite reliability. The mean extracted variance of all the studied structures was higher than 0.5. Composite reliability (CR) and Cronbach’s alpha were used to assess the reliability of the questionnaire, and all of these coefficients were higher than 0.7, indicating that the measurement tool was reliable.





**Figure 4**

The confirmatory factor analysis and structural equation model, using a partial least squares approach, in the meaningful state (absolute t-value)

**Hypothesis 2:** Based on the findings, the path coefficient for the direct effect of effective social communication on social marketing of retirees in the Gachsaran Oil and Gas Exploitation Company is 0.990, which is significant at the 95% confidence level. Given that the t-statistic value is outside the critical range (less than 1.961), with a probability of 0.95, the researcher’s claim that effective social communication has a positive effect on the social marketing of retirees in the Gachsaran Oil and Gas Exploitation Company is confirmed.

**Hypothesis 3:** According to the findings, the path coefficient for the direct effect of continuous strategic planning on social marketing of retirees in the Gachsaran Oil and Gas Exploitation Company is 0.488, which is significant at the 95% confidence level. Given that the t-statistic value is outside the critical range (less than 1.961), with a probability of 0.95, the researcher’s claim that continuous strategic planning has a positive effect on the social marketing of retirees in the Gachsaran Oil and Gas Exploitation Company is confirmed.

**Hypothesis 4:** According to the findings, the path coefficient for the direct effect of deliberate and voluntary social changes on social marketing of retirees in the Gachsaran Oil and Gas Exploitation Company is 0.247, which is significant at the 95% confidence level. Given that the t-statistic value is outside the critical range (less than 1.961), with a probability of 0.95, the researcher’s claim that deliberate and voluntary social changes have a positive effect on the social marketing of retirees in the Gachsaran Oil and Gas Exploitation Company is confirmed.

**Hypothesis 5:** Based on the findings, the path coefficient for the direct effect of social marketing of retirees on support for a specific strategic program in the Gachsaran Oil and Gas Exploitation Company is 0.427, which is significant at the 95% confidence level. Given that the t-statistic value is outside the



critical range (less than 1.961), with a probability of 0.95, the researcher's claim that social marketing of retirees has a positive effect on support for a specific strategic program in the Gachsaran Oil and Gas Exploitation Company is confirmed.

**Hypothesis 6:** According to the findings, the path coefficient for retirees' direct effect of social marketing on using new technologies in the Gachsaran Oil and Gas Exploitation Company is 0.603. This value is significant at a confidence level of 95%. Given that the t-statistic value is outside the critical range (less than 1.961), with a probability of 95%, the claim that social marketing by retirees has a positive effect on the use of new technologies in the Gachsaran Oil and Gas Exploitation Company is confirmed.

**Hypothesis 7:** Based on the findings, the path coefficient for the direct effect of support for a particular strategic program on the quality of life in the Gachsaran Oil and Gas Exploitation Company is 0.854. This value is significant at a confidence level of 95%. Given that the t-statistic value is outside the critical range (less than 1.961), with a probability of 95%, the claim that support for a particular strategic program has a positive effect on the quality of life in the Gachsaran Oil and Gas Exploitation Company is confirmed.

**Hypothesis 8:** According to the findings, the path coefficient for the direct effect of using new technologies in the Gachsaran Oil and Gas Exploitation Company on the quality of life is 0.806. This value is significant at a confidence level of 95%. Given that the t-statistic value is outside the critical range (less than 1.961), with a probability of 95%, the claim that using new technologies in the Gachsaran Oil and Gas Exploitation Company positively affects the quality of life is confirmed.

**Hypothesis 10:** Based on the findings, the path coefficient for the direct effect of using new technologies in the Gachsaran Oil and Gas Exploitation Company on retirees' self-efficacy is 0.725. This value is significant at a confidence level of 95%. Given that the t-statistic value is outside the critical range (less than 1.961), with a probability of 95%, the claim that using new technologies in the Gachsaran Oil and Gas Exploitation Company positively affects retirees' self-efficacy is confirmed.

**Hypothesis 11** According to the findings, the path coefficient for the direct effect of social capital on the relationship between targeted social advertising in the Gachsaran Oil and Gas Exploitation Company and social marketing by retirees is 0.969. This value is significant at a confidence level of 95%. Given that the t-statistic value is outside the critical range (less than 1.961), with a probability of 95%, the claim that social capital strengthens the relationship between targeted social advertising in the Gachsaran Oil and Gas Exploitation Company and social marketing by retirees for senior citizen marketing is confirmed.

**Hypothesis 13:** Based on the findings, the path coefficient for the direct effect of social capital on the relationship between the continuous strategic program in the Gachsaran Oil and Gas Exploitation Company and social marketing for retirees is 0.781. This value is significant at a 95% confidence level. Given that the t-value is outside the critical interval (less than 1.961), the hypothesis that social capital strengthens the relationship between the continuous strategic program in the Gachsaran Oil and Gas Exploitation Company and social marketing for retirees is confirmed with a probability of 95%.

**Hypothesis 14:** According to the findings, the path coefficient for the direct effect of social capital on the relationship between conscious and voluntary social changes in the Gachsaran Oil and Gas Exploitation Company and social marketing for retirees is 0.616. This value is significant at a 95% confidence level. Given that the t-value is outside the critical interval (less than 1.961), the hypothesis that social capital strengthens the relationship between conscious and voluntary social changes in the

Gachsaran Oil and Gas Exploitation Company and social marketing for retirees is confirmed with a probability of 95%.

### **5.1. Rejected hypotheses**

**Hypothesis 9:** Support for the particular strategic program in the Gachsaran Oil and Gas Exploitation Company positively affects retirees' self-efficacy.

**Hypothesis 12:** Social capital moderates the relationship between effective social communication and social marketing for retirees.

## **6. Conclusions**

Population aging is a new phenomenon in many countries of the world. In Iran, the percentage of the aging population has been increasing in recent years. In this regard, formulating a comprehensive population policy and the document of old age can facilitate this process. Population aging is one of the most critical social issues worldwide. Nevertheless, its rate and speed seem to be different among countries. Hence, the growth rate of the elderly population in developing countries is much higher than in developed countries. Despite the current focus on young groups, Iran's population is rapidly moving toward aging, and the main reason for this is a sharp decrease in fertility and, to some extent, an increase in life expectancy in the country. Although the number of older adults has allocated a smaller share of the country's population, the increase in the growth rate of the elderly population in comparison with the growth of the entire country's population and the prediction of an increase in the number and share of the population aged 60 and over in the coming years mandate forward-looking planning to control related issues. The most important influential factors in the aging of the population are the decrease in mortality, especially the mortality of infants and children, the continuous decline in fertility, and, as a result, the decline in population growth, which has caused fundamental changes in the age composition of the population of many societies. With economic-social development and improved health conditions, mortality decreases, and life expectancy increases. Therefore, more people reach an older age, and when a decrease in fertility accompanies this process, it changes the age composition.

Today, Western countries have comprehensive plans for the population crisis, but unfortunately, there is no serious determination to solve this issue in Iran. Older people need the most services and infrastructure in social, economic, and service terms, which affects the country.

From the population research viewpoint, old age is the time to accumulate experience and use the experiences of experts who should benefit from their existence in society. Older people are the capital of any country, and their increasing number is a sign of increasing life expectancy and the country's health level. However, the increase in the number of older adults is considered a crisis for the country from another point of view, and it raises the alarm of the decrease in the country's young population.

### **6.1. Suggestions**

Based on the research findings, using information and communication technologies, medical engineers should provide the following facilities for the elderly community in the oil industry: creating reminder software, establishing video conversation facilities for remote consultations, developing technologies to assess the health status of the elderly remotely, using electronic health records and intelligent sensors, providing the possibility of regular clinical evaluations and recording the evaluation reports in electronic files of elderly patients, and taking measures to adapt roads, paths, buildings, and public places. In addition, the organizations must have a written program to hold clarification courses about the role of older people in the family, society, and the oil industry; naturalization and modification of

the family's behavioral pattern to recognize their issues and problems and how to deal with older people are also required. The promotion to the senior position should be removed.

Moreover, due to the valuable experiences of older people, they can play an active and efficient role in society and help their families, communities, and nations in planning and executive affairs; it is necessary to strengthen this role and influence this generation as much as possible. Further, organizations and policymakers should make a comprehensive plan to create free sports complexes across the country in large numbers for older people.

Based on the research findings, it is recommended that the movement of retired oil company employees in public service areas such as hospitals, sports facilities, and educational institutions be facilitated by providing innovative services such as facilitative passageways and VIP entrances. Special services should be delivered to all retirees in the sports sector during specific hours. By employing information and communication technologies, the following facilities can be provided for the retired community: building software for sharing knowledge and work experience, establishing educational facilities for young people through experienced retirees in scientific and professional fields, using health status evaluation technology for retirees remotely in health and hospital networks in the Gachsaran Oil and Gas Exploitation Company, using electronic health records and intelligent sensors, providing regular clinical evaluations, and recording results in the electronic medical record of retirees. Furthermore, efforts should be made to adjust the roads, paths, buildings, and public spaces to suit the needs of retirees. In addition, a structured program should be implemented in the Gachsaran Oil and Gas Exploitation Company to hold training courses on the role of retirees in the family and society, cultural awareness, and behavior modification in families to recognize their issues and problems and how to address retirees in the company. These efforts can be a practical step toward promoting the position of retirees.

## **Nomenclature**

COVID-19	Corona virus 19
CR	Composite reliability
CSR	Corporate social responsibility
CVI	Content validity index
T-value	T-statistic value
VIP	Very important person

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