

# CORRELATES OF ORGANIZATIONAL CULTURE AND SOCIAL RESPONSIBILITY: AN EMPIRICAL STUDY OF COLLEGE TEACHERS

A. Pandu\*, S. Kamaraj\*\*

**Abstract** *This paper tries to ascertain the relationship between organizational culture and social responsibility of college teachers in Pondicherry. In this research, for the purpose of ascertaining the relationship between these two, six organizational cultural variables i.e. workplace behavior, internal communication, discipline in the organization, workplace co-ordination, organization values and organization vision have been designed and developed through review of literature and social responsibility was taken as single variable. For ascertaining the relationship between them, it has been hypothesized that strong culture is associated with social responsibility where as weak culture is not associated with the social responsibility of college teachers. Survey method was conducted and data were collected from 150 college teachers by questionnaire method in the Pondicherry. Results revealed that the workplace behaviors, internal communication, discipline in the organization, workplace co-ordination, organization values and organization vision can increase social responsibility among college teachers. As far as the individual variable is concerned, it is predicted that organization vision, workplace co-ordination, organization value follows previous one ( $r: 0.618$ ), and discipline in the organization are the most influencing factors and have strong relationship with social responsibility. It is concluded that strong culture leads to social responsibility; whereas weak culture leads to lack of social responsibility among the college teachers.*

**Keywords:** *Organization, Culture, Organizational Culture and Social Responsibility, College Teachers*

## INTRODUCTION

Organizational culture leads conformity and solidarity of employees, giving identity to an organization, creates unity and establishes co-ordination among members and their activities in the organization. It can be said that organization culture affects members' and organizations' behavior and ultimately all who establish contact with society, stakeholders and other organizations in the business world. Therefore an organization which wants to take forward its business both vertically and horizontally, it has to create, establish and possess strong cultural background. Strong cultural background can be made by undertaking, adopting and discharging social responsibility. Therefore here the authors made an attempt to determine the association amid organizational culture and social responsibility. In this research, six organization variables i.e. workplace behavior, internal communication, discipline in the organization, workplace co-ordination, organization values and organization vision have been designed and developed through review of literature to associate with social responsibility.

## CONCEPT OF ORGANIZATIONAL CULTURE

It is cited as the sign of fundamental theory that a given group has designed, ascertained or built up an understanding to deal with the problems related external adaptation and integral integration Schein (1992). Trice and Beyer (1993) have also related culture with environment and stated in their study that organizational culture as a collective response to uncertainty and turmoil it is in. Scholars Hofstede (1980) and Trompenaars (1992) have stated that there are disparities among the countries according to important key cultural factors. Cameron and Quinn (1998) in their investigation have defined that culture is vital in values, suppositions, understandings and approaches that characterize the structure of whole organization. Work Place Behaviors, Internal Communications, Discipline in the Organization, Work Place Co-ordination, Organization Values and Organization Vision which emerges from the organizational occurrences are the six important ingredients of organizational culture. They have found that the majority of organizations develop a dominant cultural style and the organization that don't have an overriding culture style or are uncertain about their culture,

\*Assistant Professor of commerce, Pondicherry University Community College, Lawspet, Pondicherry, India. Email: [alangayampandu@gmail.com](mailto:alangayampandu@gmail.com),

\*\*Assistant Professor of Commerce, Dhanraj Baid Jain College, Thoraiakkam, Chennai, Tamil Nadu, India. Email: [sivakamaraj@yahoo.co.in](mailto:sivakamaraj@yahoo.co.in),

or they are almost uniformly inclined to the six different cultural types. These organizational cultures are classified into two categories, such as strong culture and weak culture. Krista Jaakson, Maaja Vadi, Katrin Tamm (2009), have found the organizational culture effect on corporate social responsibility (CSR) and it also ascertained that the results have not statistically confirmed the hypothesis that strong organizational culture differentiates higher CSR performers. Chan, Lok Yiu, (2014), has disclosed that corporations that are more socially responsible have competitive advantage and he pointed out that they also strive to achieve some social missions in order to do businesses ethically.

### Strong Culture

The culture which increases the core values, degree of commitments, the possibility of good behavior consistently in terms of solidarity, co-ordination among organizational members and establishes good contact with other parts of society and other organizations is called as strong culture.

### Weak Culture

The culture which does not increase the core values, degree of commitments, the possibility of good behavior consistently in terms of solidarity, co-ordination among organizational members and establishing good contact with other parts of society and other organization is called as weak culture. In this study the emerging organizational cultures have been taken as the variables to relate with social responsibility and their explanations are given below.

## CONCEPT OF SOCIAL RESPONSIBILITY

Social Responsibility is the way how an individual or organizations carry out their business or their day to day activity or their job or business which is ethical and how they handle their day to day practice to have positive impact on society. Lord Holme and Richard Watts (2000) had defined exactly that “Social Responsibility is the enduring obligation of companies to conduct themselves decently and add to monetary growth whilst humanizing the value of existence of the labor force, their families, local community and society in general”.

Tanimoto and Suzuki (2005) have created the theory of social responsibility that it is a method an individual or organizations completely carry out their answerability to their stakeholders by incorporating social and environmental apprehensions in their day to day functions but now, corporate social responsibility has broadened along the whole sequence of value creation.

## Concepts of Variables Measured and the Scales Used in the Study

The variables measured and the scales used for the college teachers questionnaires are presented below

1. Demographic Information;
2. Workplace Behavior;
3. Internal Communication,
4. Discipline in the Organization,
5. Workplace Co-ordination,
6. Organization Values
7. Organization Vision
8. Social Responsibility

### 1. Workplace Behavior

It is a mold of deeds, activity and contacts of the members of an organization that directly or indirectly affects social responsibility of employees.

### 2. Internal Communication

It is the method used to communicate the information in an organization and it covers all types of communication within an organization. It contains written, oral, and face to face communication. The Mail, fax, telephone and many more communication channels can be used by all within an organization to pass or exchange information.

### 3. Discipline in the Organization

It is the ways and means by which a supervisor corrects behavioral deficiencies and ensures obedience to established organizations’ rules. Its purpose is to correct the wrong behavior and not designed to punish or embarrass an employee.

### 4. Workplace Co-ordination

These are the ways of synchronizing and integrating of duties and responsibilities, and commanding and controlling the behavioral compositions to make sure that the resources of an organization are used most proficiently in pursuit of the specified objectives. It is one of the key functions along with organizing, monitoring, and controlling.

### 5. Organization Values

Rokeach (1973) had said that “It is a conviction that spells out the form of behavior which is desirable as compared to a contradictory or divergent manner of conduct”. It stands for structures for the way we do things and a “guiding beacon” which expresses the process of organizational development and growth. An organization which adopts meticulous values will let you know those values that strengthen their vision.

## 6. Organizations Vision

It is the favored future, an enviable and ideal state, and an expression of optimism. It is a common declaration containing the direction which can support the organization to get done desired end result. It is the dream of all those engaged in it that tells what their organization will turn out to be.

## 7. Social Responsibility

Integrating social and environmental issue in the organization's operations and in its interaction with all its stakeholders voluntarily is called as social responsibility.

## BRIEF REVIEW OF THE STUDY

Mohammed Hadi Asgari et., al., (2013) have established that the organization culture and social responsibility have the positive relationship among them by employing Pearson correlation co-efficient and multilateral regression analysis and also it has been authenticated by Moshabaki et al., (2000) that there is positive correlation involving organizational culture and social responsibility. Mortazavi et., al., (2012) in their research have found that there is strong relationship between organizational commitment and social responsibility and social responsibility can have optimistic effect on the organizational performance as organizational commitment could affect staff positively. Turker (2009) has found in his study that rich organizational culture could affect social responsibility of staff and organization.

## OBJECTIVES OF THE STUDY

The sole object this study is to ascertain the association among the variables of organizational culture and social responsibility of college teachers.

## HYPOTHESES

The following hypotheses have been framed for this study to fulfill its objectives on the basis of above objectives.

1. Strong cultures are related to the desire to carry out social responsibility.
2. Weak cultures lead to lack of social responsibility among college teachers.

## RESEARCH METHODOLOGY

The respondents employed in this research were college teachers in the Pondicherry. The selected samples had a minimum of 1 year of work experience. The researcher had collected necessary information for the study from 150 college teachers all the way through a survey questionnaire by adopting convenient sampling. Questionnaires were distributed along with covering letters stating the reasons,

were voluntary and unsigned for nature for the study and were collected personally by the researcher from each respondent. Moreover, interviewees were promised that their reply would be used only for academic purpose and that no individual questionnaire would be shown to any other member of the organization.

Unstructured interviews conducted from a few college teachers helped in developing the research instrument for the study which was pilot tested. The instrument consisted of six sub-scales measuring Work Place Behaviors, Internal Communication, Discipline in the Organization, Work Place Co-ordination, Organization Value and Organization Vision and social responsibility as single variables using a 5-point Likert style scale.

## Questionnaire Design

The questionnaire is designed and developed as per the structure of this study. Questionnaire consists of three parts. First part deals with personal data of respondents, second part is related with organization culture and the third part is associated with social responsibility. Hofstede's cultural value dimensions have been taken as basis for, as they were represented by Ringov Zollo (2007), Burton et., al., (2000) and Black (2003) as the most widely cited model in this field for designing and developing variables of questionnaire. Hofstede's cultural dimensions were taken only as base but the organizations' culture variables and their statements are different and new, which are most relevant and required for this study. For this purpose designing and developing social responsibility, the Aupperle methods were taken as base, as described by Carroll (1996), Burton et., al., (2000). With the help of Aupperle weighted score, Carroll had classified social responsibilities as responsibility for economic, legal, ethical and being philanthropic but these responsibilities were taken as single variable under the umbrella of social responsibility in order to relate it to variables of organization culture to reach the objectives of this study.

**Table 1: Reliability and Validity Analysis**

The table shows the reliability and validity test of questionnaires.

Components	Statements in the questionnaires	No of Respondents	Alpha Sum
Organization Culture	24	150	0.9029
Social Responsibility	16	150	0.8040

The data obtained from the filled in questionnaires was subjected to both reliability and validity tests for college

teachers. The consistency of the scale was examined using Cronbach alpha and the results are given in Table 1. The alpha coefficient of Cronbach on the statements varied from 0.6126 to 0.8974 for organization culture and from 0.7812 to 0.8128 for social responsibility. The alpha values for various scales are quite high and therefore could be used for further analysis. Finally, alpha value of Cronbach for the overall opinion scale was 0.9029 for organization culture and 0.8040 for social responsibility and indicates its high reliability. Thus it can be said that the designed instrument could be used with confidence to measure the constructs defined.

**LIMITATION OF THE STUDY**

In a behavioral study the limitations are common and inevitable, which hold good in this study also. First fair representation is not ensured as the sample size was not large enough to the entire universe. Second the personal data was not taken for the analysis, third the comparison between sample profiles was not made. The instruments designed have been tested. However the statistical validity and reliability tests do not establish the accurateness. This is inherent to all behavioral studies. Taking the limitations into account, care has been taken to understand and interpret the results by having consultation with the authoritarian in the field.

**DATA ANALYSIS AND INTERPRETATION**

**Demographic details**

Table 2 indicates the differences in the profiles of the college teachers. Out of 150, 43 respondents are aged below 30 years, 65 respondents are aged between 31 to 40 years, 22 respondents are above 41 years but less than 50 years of age, 15 respondents fall between 51 to 60 years and 5 respondents are above 60 years. As regards to total teaching experience, 77 teachers are having experience of 6- 10 years, 48 teachers 1 to 5 years but only 28 teachers had an experience of above 10 years. As far as total teaching experience in the present organization is concerned, 71 teachers are having less than 2 years of experience, 35 teachers above 2 years but below 4 years and 44 teachers above 4 years of experience. With regards to gender out of 150 respondents 93 are males and 57 are females. 90 respondents are government colleges employees and 60 are self financed institutes employees. When it comes to nature of job, 71 respondents are in temporary service, 46 are in regular and 33 are on contract service. Regarding marital status, 91 respondents are married and 59 are unmarried. The selected samples had a minimum of 1 year of work experience. The number of years that respondents had worked in the IT industry varied from 1

to 10 years in total service but in the present organization it varied from 2 to 4 years.

**Table 2: Demographic Characteristics of Sample**

Age Group	No. of Respondents	Percentage
Below 30 years	43	28.67%
31 to 40 years	65	43.33%
41 to 50 years	22	14.67%
51 to 60 years	15	10.00%
60 years +	5	3.33%
Gender	No. of Respondents	Percentage
Male	93	62.00%
Female	57	38.00%
Nature of Organization	No. of Respondents	Percentage
Self-Financed Institutes	60	40.00%
Government	90	60.00%
Total Teaching Experience	No. of Respondents	Percentage
1-5 Years	48	32.00%
6-10 Years	77	51.33%
Above 10 Years	28	18.67%
Nature of Job	No. of Respondents	Percentage
Temporary Service	71	47.33%
Regular Service	46	30.66%
Contract Service	33	22.00%
Total Work Experience in the present Organization	No. of Respondents	Percentage
Up to 2 Years	71	47.33%
2-4 Years	35	23.33%
Above 4 Years	44	29.34%
Married	91	60.67%
Unmarried	59	39.33%

Source: Primary Data.

**Table 3: Means Score and Standard Deviation of organization culture and social responsibility variables**

In this table the mean score and standard deviation of organization culture variables are given. The mean and standard deviation values are base for making other tests, like Chi-square, correlation, multiple regression and structural equation model and for classifying variables also. With help of these analyses the result can be strengthened. They are as follows.

**Table 4: Score for Weak (low), Average (normal) and Strong (positive) Organizational Culture**

The weak, normal and positive organizational culture is predicted on the basis of following scores obtained through quartile deviations.

Component	Percentile:25 (First quartile Q <sub>1</sub> )	Median (Second quartile Q <sub>2</sub> )	Percentile:75 (Third quar- tile Q3)
Organizational Culture	74	87	94

The interviewees who have attained lower than first quartile are understood to have low Organizational culture or otherwise are known as of weak Organizational culture. The interviewees who have scored higher than third quartile are believed to have high Organizational culture or otherwise known as strong Organizational culture. The interviewees who had attained the score between first quartile and third quartile are said to have an average Organizational culture or otherwise known as normal Organizational culture.

**Table 5: Frequency Distribution of Levels Organizational Culture**

Level of Organizational culture	Frequency	Percentage
Low	41	27.3
Average	69	46.0
High	40	26.7
Total	150	100.00

The investigator has recognized the Organizational culture into positive and negative to reach the goal of the study with an aid of percentile and median which were stated in the above table. The respondents who had scored the points above the average/median are supposed to contain strong Organizational culture. The respondents who have arrived at below the average/median score are identified to be containing weak Organizational culture; the interviewees who have got the average values or values at median are acknowledged as of normal or moderate Organizational culture. The Table no 5 as above illustrates that 27.3 percent respondents had weak Organizational culture, 46.0 percent respondents an average or normal Organizational culture and 26.7 percent respondents had strong Organizational culture out of 150 respondents. It is observed from the table

that the greater part of interviewees' Organizational culture are of average level and respondents who had the weak or strong Organizational culture are equal. So it is concluded that the college teachers in the sample area are balancing their attitudes towards organizational culture variables.

**Table 6: The Score for Low, Average, and High Social Responsibilities**

The low, average, and high Social Responsibilities of college teachers in the sample area are presented in the following tables

Components	Percentile:25 (First quartile Q <sub>1</sub> )	Median (Second quartile Q <sub>2</sub> )	Percentile: 75 (Third quartile Q <sub>3</sub> )
Overall Social Responsibility score	47	58	63

The employees who have scored below first quartile are said to have low Social Responsibility. The employees who have scored above third quartile are said to have high Social Responsibility. The employees who have scored between 47 and 63 are said to have average Social Responsibility.

**Table 7: Frequency Distribution of level of Social Responsibility**

Level of Social Responsibility	Frequency	Percentage
Low	38	25.3
Average	72	48.0
High	40	26.7
Total	150	100.00

The Table no 7 as above explains that 25.3 percent respondents are said to have low level Social Responsibility, 48.0 percent respondents believed to have an average level of Social Responsibility and 26.7 percent respondents are reported to have high level of Social Responsibility in the 150 respondents. It is substantiated from the above data that the respondents who have average Social Responsibility level have got second rank and those with low Social Responsibility level have got the third i.e. last rank. It confirms that when the employees are moderately experienced, they wish to increase the social responsibility.

## RESEARCH FINDINGS

**Table 8: Chi-Square Analysis**

The relationship between organizational culture and social responsibility is made as follows with the help of chi-square test.

### Hypothesis

**Null hypothesis** There is no relationship between level of organizational culture and social responsibility.

Pearson Chi-Square between organizational culture and social responsibility	Value	Df	Asymp.sig (2.sided)
	32.727	4	0.000
Likelihood Ratio	30.030	4	0.000
Linear-by-Linear Association	14.762	1	0.000
N of Valid Cases	50		

Note: 0(5) cells have expected count less than 5. The minimum expected count is 10.13

Taking into account Pearson chi-square: 32.727 and P: 0.000, since the P value is less than 0.01 at 1 percent level significant, the null hypothesis has been rejected, therefore it is ascertained that there is relationship between organization culture and social responsibility, hence in addition it is determined that culture of organization and social responsibility are interdependent on each other. Taking into account the obtained value of asymmetry significance (2-sided), it is concluded that organizational culture and social responsibility are dependent on each other.

**Table 9: Pearson’s Correlation Analysis of Organization Culture and Social Responsibility**

Organization Cultural Variables	Correlation	Overall Social Responsibility
Workplace Behavior	Pearson Correlation	.235(**)
	Sig. (2-tailed)	.004
	N	150
Internal Communication	Pearson Correlation	.447(**)
	Sig. (2-tailed)	.000
	N	150
Discipline	Pearson Correlation	.546(**)
	Sig. (2-tailed)	.000
	N	150

Organization Cultural Variables	Correlation	Overall Social Responsibility
Workplace Co-ordination	Pearson Correlation	.653(**)
	Sig. (2-tailed)	.000
	N	150
Organization values	Pearson Correlation	.618(**)
	Sig. (2-tailed)	.000
	N	150
Organization vision	Pearson Correlation	.713(**)
	Sig. (2-tailed)	.000
	N	150
Overall Organization Culture	Pearson Correlation	.699(**)
	Sig. (2-tailed)	.000
	N	150

With help of Pearson’s correlation, it is predicted that the overall r is 0.699; it is close to 1, which indicates that there is strong correlation among organizational culture and social responsibility. As far as r the individual variable is concerned, it is predicted that organization vision is the most influencing factor and has strong relationship with social responsibility (r: 0.713), which is followed by workplace co-ordination (r: 0.653), then organization value follows previous one (r: 0.618), and it is followed by discipline in the organization (r: 0.546). Internal communication has got fifth place (r: 0.447) and workplace behavior has got sixth and final rank (r: 0.235) among these six variables as most influencing factor of social responsibility.

**Table 10: Multiple Regression Analysis of Organization Culture and Social Responsibility**

The outcomes of regression analysis based on independent variables (Work Place Behaviors, Internal Communication, and Discipline in the Organization, Work Place Co-ordination, Organization Value and Organization Vision) and dependent variable social responsibility are presented here. The overall model fit for regression equation was decided by F statistics. The model specifies positive and statistically significant relationship. The estimation was carried out for college teachers.

The regression results indicate that all the relationships found were in the hypothesized directions. The relationship between organization culture and social responsibility are explained in detail as follows with the help of regression analysis;

1. Dependent variable: Social Responsibility
2. Independent Variables: Organization culture

1. Workplace Behavior ( $x_1$ )
2. Internal Communication ( $x_2$ )
3. Discipline in the Organization ( $x_3$ )
4. Workplace Co-ordination( $x_4$ )
5. Organization values ( $x_5$ )
6. Organization Vision ( $x_6$ )

Multiple R value : 0.865  
 R Square value : 0.749  
 Adjusted R Square : 0.738  
 Standard Error : 5.926  
 F value : 71.076  
 P value : 0.000\*\*

**Table 11: Variables in the equation**

Variable	Unstandardized co-efficient(B)		Standardized Co-efficient	t value	P value
	B	SE of B	B		
X <sub>1</sub>	-1.570	0.200	-0.445	-7.833	0.000**
X <sub>2</sub>	0.040	0.195	0.012	0.204	0.838
X <sub>3</sub>	0.520	0.189	0.141	2.743	0.007**
X <sub>4</sub>	1.175	0.245	0.325	4.805	0.000**
X <sub>5</sub>	1.083	0.150	0.378	7.224	0.000**
X <sub>6</sub>	1.484	0.217	0.456	6.825	0.000**
Constant	15.712	2.752	-	5.513	0.000**

The dependent variable is level of social responsibility (y), and the independent variables are Work Place Behaviors ( $x_1$ ), Internal Communication ( $x_2$ ), Discipline in the Organization ( $x_3$ ), Work Place Co-ordination ( $x_4$ ), Organization Value ( $x_5$ ) and Organization Vision ( $x_6$ ).

The estimated sample regression equation can be inscribed as follows:  $Y=15.172-1.570X_1+0.040X_2+0.520X_3+1.175X_4+1.083+1,484 X_6$  from the Table 11 given above.

The multiple correlation co-efficient is  $R= 0.865$  assesses the level of association between the actual values (organization culture) and the envisaged values of social responsibility. Since the actual values are acquired as the linear amalgamation of six variables, the coefficient values of 0.865 pointed out that the affiliation among organization culture and social responsibility is quiet judicious and affirmative.

The value of goodness of – fit of the estimated Sample Regression Equation (SRP) in terms of the proportion of the variation in the Dependent Variables (DV) is explained by

the fitted sample regression equation. Thus the value of  $R^2 = 0.749$ , denotes usually that the majority of the variation in social responsibility is enlightened or accounted for by the estimated sample regression equation (SRP) that employs organization culture as well as social responsibility. This is quiet useful in order to assess the overall accuracy of the social responsibility.

The adjusted R Square (0.738) is a better measure of the goodness- of –fit of the estimated sample regression equation than its nominal/unadjusted counterpart. It is constantly smaller in value than the unadjusted and this association is significant at 1 percent level since P value is less than 0.01. The rapport among dependent variable and independent variables are elucidated as follows with help of the Table 11 given above .

**1. Correlation among Workplace behavior (X<sub>1</sub>) and Social Responsibility (y)** = -1.570 has understandable meaning since the average level of social responsibility could be negative, when there is weak organization culture.

**2. Relationship between Internal Communication (X<sub>2</sub>) and Social Responsibility (y):** 0.040 represents the partial effects of social responsibility among college teachers. The estimated positive signal means that such result is positive while absolute value means that social responsibility would increase.

**3. Correlation among Discipline in the Organization (X<sub>3</sub>) and Social Responsibility (y):** 0.520 stands for the partial effect of social responsibility level among college teachers, holding organization culture stable. The predicted optimistic value indicates that such effect is positive while absolute value implies that social responsibility would increase.

**4. Association flanked by Workplace Co-ordination (X<sub>4</sub>) and Social Responsibility (y):** 1.175 indicates the effects of social responsibility level on the college teachers, holding organization culture invariable. The estimated positive symbol exhibits that such consequence is positive while an absolute value means that social responsibility would increase.

**5. Rapport sandwiched between Organization Value (X<sub>5</sub>) and Social Responsibility (y):** 1.083 represents that the effects of social Responsibility level on college teachers, holding organization culture steady. The calculated positive mark signifies that such outcome is positive while absolute value indicated that social responsibility would increase.

**6. Correlation stuck between Organization Vision (X<sub>6</sub>) and social responsibility (y):** 1.484 represents the partial effect of social responsibility upon college teachers, holding organization culture steady and stable. The ascertained positive value means that such outcome is positive while

absolute value indicates that social responsibility would increase.

Therefore it is wrapped up that strong culture is connected with the social responsibility and weak culture is correlated with social irresponsibility in respect of all organization culture components with help of the multiple regressions.

## SUMMARY AND CONCLUSION

From the above analyses it is found that the Chi-square test ( $X^2:32.727$ ) has proved the hypothesis that there is relationship between organization culture and social responsibility at 1 percent significant level (Asymp. Sig. (2-sided).000). The result is strengthened by Pearson correlation analysis. The overall  $r$  is 0.699; it is close to 1, which indicates that there is strong association amid organizational culture and social responsibility. Multiple Regressions make known that the  $R= 0.865$  determines the amount of rapport among the actual values and the predicated values of social responsibility. As the actual values are attained by the linear mixture of six variables, the coefficient values 0.749 showed that the correlation between organization culture and social responsibility of college teachers is quiet moderate and positive. It quantifies the goodness of – fit of the estimated Sample Regression Equation (SRP) in terms of the percentage of the disparity in the Dependent Variables (DV) enlightened by the fitted sample regression equation. As a consequence the value of  $R^2 = 0.749$ , signifies generally that the majority of the discrepancy in social responsibility is explicated or accounted for by the predicted sample regression equation (SRP) that applies to organization culture and social responsibility. This fact is more helpful in evaluating the entire accurateness of the social responsibility. In keeping with this it is seen that the workplace behaviors, internal communication, discipline in the organization, workplace co-ordination, organization values and organization vision can increase social responsibility among college teachers. As far as the individual variable is concerned, it is predicted that organization vision, workplace co-ordination, organization value follows previous one ( $r: 0.618$ ), and discipline in the organization are the most influencing factors and have strong relationship with social responsibility. Hence compelling conclusion which emerges from the study is that strong culture leads to social responsibility; whereas weak culture leads to non-social responsibility among the college teachers.

It has been found that strong cultures are associated with high social responsibility and weak cultures are associated with low social responsibility, social responsibility we will be able to increase by designing and developing the strong organization culture or taking away the weak organization culture. Strong culture could be constructed and weak

organization culture could be eliminated by motivating employees. The employees could be stimulated by augmenting organization culture. Cultural enhancement is the process of making organization completely responsible towards its stake holders. Bearing this significance in mind the organizations need to design and implement the organization policies and practices which will enable them and their employees to be more responsible socially. This research recommends that the institute ought to take this issue critically and put balanced objectives for itself by strengthening its organization culture through setting clear vision, giving job security to its employees, sharing issues with its employees and paying special attention to its employee's problem.

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