Explaining the Relationship between Organizational Culture and Attitude to Social Responsibility Among the Faculty Members of Urmia University

Mohammad Eslahi[*1], Mir Mohammad Seyed Abbas Zadeh[2]

[1]M.A Student In Educational Administration, Urmia University, Urmia, Iran
[2]pro. In Educational Administration, Urmia University, Urmia, Iran

*Corresponding Author E-mail: slahimohamad@yahoo.com

ABSTRACT

This study is aimed to investigate the predictability of attitude to social responsibility through the organizational culture among the faculty members of Urmia University. To do so, a written questionnaire consisted of 39 items was developed using the standard measures, 200 questionnaires were distributed to faculty members in Urmia University, and 195 ones were returned. The construct validity was evaluated using the confirmatory factor analysis, and the alpha coefficient greater than .70 for questionnaire constructs confirmed their reliability. The methods of Pearson correlation analysis and structural equation modeling were used to test the hypotheses. Research results indicated that the faculty members' attitude to social responsibility is predictable through the organizational culture based on the Hofstede's cultural dimensions.

Keywords: Social Responsibility, Organizational Culture, Faculty Members.

Introduction

Social responsibility is considered as one of the ten inevitable educational principles in the current century. These principles provide the contexts for individual and collective prosperity, which resulted in shaping a new type of social insight combined from the science and spirituality (AkbarShahi, 2011).

The organization's social responsibility is an issue that has been widely addressed in recent years and considered as the main factor for the organizational survival. Pre-eminent organizations as the responsive ones, should express their commitment to social responsibility through their values and be ensured of implementing these commitments throughout the organization in order to be transparence and accountable to their stakeholders. Thus, social responsibility would be a mutual benefit for them in such a way that both the organization benefits from its ethical approach, and the society and beneficiaries would have a better understanding of the organization performance (Royaei & Mehrdoost, 2009).

The management scholars have more paid attention to social responsibility from the

1950s. All the organizations that only were in the thought of profit and loss, paid their attention to beyond the resources under public and similar organizations pressure. It is obvious that the organizations' activities have a considerable impact on their external environment, which cannot be ignored. Social responsibility moves in line with the social benefits. Social responsibility means that the organizations activities should be in such a way that not to harm the society, and if it occurred, be obliged to compensate. In other words, the organizations should not be isolated form their external environments, but also should be considered as a part of a whole i.e. society, and their objectives and activities should be in line with the society welfare.

Nowadays, the managers should act in a manner that is acceptable to society and consistent to its values. The organizations that cannot adapt to this matter would not be successful. Peter Drucker who is of the management pundits says that the private organizations should accept their social role and duties in order to be legitimate and survived in the environment.

This role results from this accepted principle: each person is responsible of his/her behaviors, and should compensate if harms the others intentionally or unintentionally. The organizations also are not exempt from this issue should be responsible to their unfavorable social impacts (Moshabbaki & Khalili, 2010).

Social responsibility model of Dennison

Denison has suggested some principles in the field of social responsibility. Although this model is designed for the managers of supply chain, is generalizable to public organizations. These principles are as follows:

Society: try to advantage creating for society as well as to encourage the organizations in line with the society benefits

Environment: encouraging the organizations in order to create a response mechanism to environment so that the environment's confusion and frustration be eliminated and the organization's position to inflation, unemployment, and poverty rates is cleared

Ethics: creating an ethical charter for the organization and try to implement its ethical principles

Financial responsibility: responsibility to financial properties of people who have invested in the organization, and responsibility to national wealth in huge public organizations (Denison, 2000)

People in all the societies have values in their life. Studies and researches relating to human values indicate the importance of these factors in shaping and altering people behaviors, thoughts, emotions, and even mental health. Value as a social phenomenon, have had an important role in humans life from the time of shaping primary societies so far. According to Webber, human life is comprised of a series of choices through which the people create a value system. Values are a basis for the peoples' acts and insights and have an important role in choosing and doing social acts and behaviors (Ghanbari et al., 2010).

Organizational culture describes a part of the organization's internal environment, which is a combination of commitments, beliefs, and common values between the organizational members and is used to lead the employees in order to do their duties. In fact, organizational culture is a potential system of social controlling beside the formal control system. Social control system is an informal system encompassing informal acts and emotions. Many patterns, Models, and frameworks have been offered by researchers in order

to study the organizational culture. For example, Shein believes that the organizational culture is comprised of two types of features: obvious and non-obvious features. Obvious features mean the organizational uniforms, behavioral patterns, regulations, stories, myths, language, and meetings, and non-obvious layer mean the organizational members' common values, norms, beliefs, and propositions (Javaheri & KowsarNeshan, 2009).

Hofstede has also considered the organizational culture in the four dimensions of masculinity vs. femininity, individualism vs. collectivism, ambiguity tolerance and uncertainty, and power distance (Hofstede, 1997). Hofstede's cultural dimensions are of the most important patterns, which are considered in researches relating to organizational culture (Amani et al., 2011).

Masculinity vs. femininity: refers to the person's belief about the difference of sexual roles in society. In masculine societies, peoples believe that the roles of men and women should be distinct. In these types of societies, men are expected to be hardy and aggressive and emphasize the financial success. Women are also expected to be modest and sensitive and emphasize the quality of life. However, in feminine societies people believes the unity of sexual roles (Hofstede, 1997). It means that both the men and women are expected to accent the interpersonal relationships, quality of life, help to others, and less emphasize to own needs (Hofstede, 1997).

Individualism vs. collectivism: refers to the relationship between a person and a set of persons in a society. In individualist societies, people have loose relationships with others, and people are expected to pay attention to their personal favorites. However, in collectivism societies, people have near relationships with the society members, accept the group's values and beliefs, and follow the collective favorites (Hofstede, 1997).
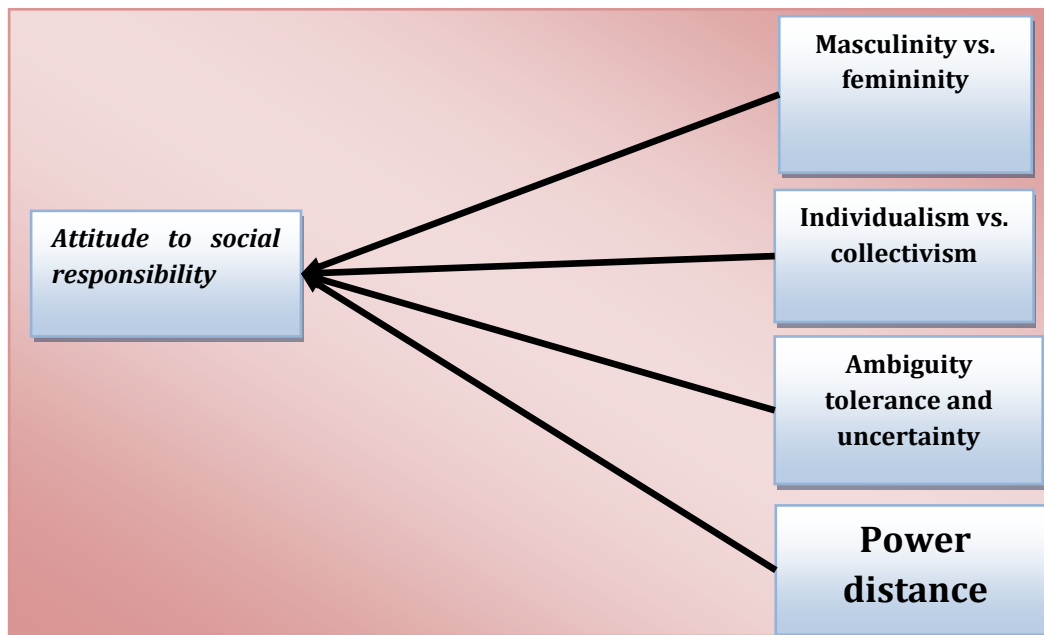
Ambiguity tolerance and uncertainty: refers to this fact that how people face with unknown aspects of the future and find the ambiguous situations dangerous. These types of cultures are concern about the future and prevent the risks by preventing procedures such as religion, rules, social patterns, and written and unwritten roles. In contrast, those cultures that are confident of the future less prevent the ambiguity (Hofstede, 1980).

Power distance: refers to extent to which the less powerful members in organizations (like schools) accept the inequity of power. In societies with a high level of power distance, people accept the mastery more simple than the people who live in societies with a low level of power distance, which considers the people and categories as a value (Hofstede, 1980).

Research hypotheses and conceptual model

- Masculinity/femininity affects the attitude to social responsibility of faculty members.
- Individualism/collectivism affects the attitude to social responsibility of faculty members.
- Ambiguity tolerance and uncertainty affects the attitude to social responsibility of faculty members.
- Power distance affects the attitude to social responsibility of faculty members.

With investigation of the relevant literature, research model was developed as follows. This model is a subjective model and a good start point in order to investigate the structural relationships between study variables.

Research conceptual model

Materials and Methods

The current study is applied in terms of objective and survey-causal in terms of method that utilizes the structural equation modeling. Research variables consisted of four dimensions of Hofstede's cultural model i.e. masculinity vs. femininity, individualism vs. collectivism, ambiguity tolerance and uncertainty, and power distance as independent variables and attitude to social responsibility as dependent variable.

The statistical population of this study comprised of faculty members of Urmia University including the professors, associate professors, assistant professors, and mentors in 2012 whose number was 374. The sample was selected with the method of stratified random sampling and using the Cochran formula at the accuracy and confidence level of .95. In this way, the sample size of 188 was determined. It was anticipated that some questionnaires are not returned, so 200 questionnaires were distributed among the faculty members and 195 ones were returned. Finally, 190 well-qualified questionnaires were analyzed.

Given that this research is a field survey in the scope of Urmia University, the questionnaire method was used for data gathering. Research questionnaire is a 39-item standard questionnaire comprised of measures used in valid studies. The faculty members' opinions were gathered in order to adapt the questionnaire with the Iranian cultural condition, and face and content validity of the final questionnaire was confirmed by the management pundits.

Measures

Hofstede's cultural dimensions

To measure the Hofstede's cultural dimensions, the Akour (2006) questionnaire was used. This questionnaire has been made based the Hofstede's (1980) main questionnaire in order to measure theses dimensions in educational environments. This questionnaire consists of 25 items, which were arranged according to 5-point Likert type scale from "1 = completely disagree"

to "5 = completely agree". Akour reported the alpha coefficients of .83, 74, .82, and .77 for power distance, ambiguity tolerance, individualism/collectivism, and masculinity/femininity respectively. These values were .87, .82, .71, and .76 for the current study.

Attitude to social responsibility

This measure is developed based upon recent studies (Ford & Mclaughin, 1984; Holmes, 1976). All the 14 items of attitude to social responsibility were asked using a 5-point likert scale arranging from "1 = completely agree" to "5 = completely disagree".

Furthermore, the construct validity of questionnaire was evaluated with confirmatory factor analysis technique using the Amos software. Except for one item from the ambiguity tolerance variable and uncertainty, the other items were loaded to their relevant constructs. Results for confirmatory factor analysis are presented in table 2. It should be noted that all the measures were measured using a 5-point Likert type scale ranging from "completely agree" to "completely disagree". In addition, internal consistencies of used measures were assessed using the Cronbach's alpha coefficients that are reported in table 1. As in can be seen, all the values are greater than .70, which shows the questionnaire reliability.

After ensuring the data normality, Pearson correlation analysis was done to confirm the significance of correlation between the study variables. Then the structural equation modeling was conducted to validate the non-experimental relationships in the form of multivariable analysis. Thus, the conceptual model of research was conducted in Amos software and all the variables entered the model simultaneously, and tested the hypotheses based on standardized coefficients, p-values, and t-values.

Results

Demographics' face

Features of participants were investigated using demographic variables of gender and age. 84.6 percent of respondents were men and 15.4 percent women. The age of 47.4 percent of them were between 30 and 40, 24.4 percent between 40 and 50, 10.3 percent between 50 and 60, and 18 percent higher than 60. Since one of the prerequisites of latent variable approach to structural equation modeling is the existence of correlation between variables, Pearson correlation analysis was conducted. Mean, standard deviation, Cronbach's alpha, and correlation between study variables are reported in table 1.

Table 1. Mean standard deviation, Cronbach's alpha, and correlations

Attitude to social responsibility	Power distance	Ambiguity tolerance and uncertainty	Individualism vs. collectivism	Masculinity vs. femininity	standard deviation) SD(	)Mean (	variables
-	-	-	-	(٠/٨٨٩)	٠/٥٣	٣/٩	Masculinity vs. femininity
-	-	-	(٠/٨١٩)	٠/٦٨٩**	٠/٥٠	٤/١	Individualism vs. collectivism
-	-	(٠/٨٨٧)	٠/٤٥٣**	٠/٥٥٨**	٠/٥٣	٤/٣	Ambiguity tolerance and uncertainty

-	(۰/۸۳۲)	۰/۵۴۱**	۰/۵۷۵**	۰/۶۹۷**	۰/۵۱	٤/۰	Power distance
(۰/۹۰۵)	۰/۶۶۳**	۰/۵۹۴**	**۰/۶۹۰	۰/۶۹۲**	۰/٤٤	٤/۱	Attitude to social responsibility

** P ≤0.01

Coefficients of this table indicate that the biggest correlation is related to the relationship between the variables of power distance and masculinity/femininity, which its intensity is .697. The smallest coefficient is also related to the relationship between ambiguity tolerance/uncertainty and individualism/collectivism. All the obtained coefficients are positive and acceptable. The means for all the study variables are higher than the average values and the biggest one is related to the variable of ambiguity tolerance/uncertainty.

Hypotheses testing

As previously mentioned, before conducting the structural equation model, measurement models were evaluated using the confirmatory factor analysis in Amos software. These evaluations were done using the software output indices and significance of the factor loadings for questionnaire items, which its values for the overall CFA model is reported in table 2. Given this fact that the regression weight of ambiguity tolerance/uncertainty in predicting the items number 1, 2, 7, and 9 was not statistically significant at confidence level of .99, these items were excluded from the analyzing process. The basis for the items to be significant is that their significance level is smaller than .05. Results for the confirmatory factor analysis along with the goodness of fit indices for CFA model are reported in table 3. These indices indicate the fitness of measurement models and significant loading of each observed variable into its corresponding latent variable.

Table 2. Results for the CFA models

Factor loading	question	variables	Factor loading	question	variables
.597	۲۰		.691	۱	
.725	۲۱		.821	۲	
.625	۲۲	Power distance	.722	۳	Masculinity vs. femininity
.786	۲۳		.641	۴	
.680	۲۴		.701	۵	
.625	۲۵		.817	۶	
.420	۲۶		.734	۷	
.503	۲۷		.536	۸	
.619	۲۸		.548	۹	
.566	۲۹		.732	۱۰	Individualism vs. collectivism
.486	۳۰		.787	۱۱	
.480	۳۱		.691	۱۲	
.541	۳۲	*Attitude to social responsibility*	.651	۱۳	
.533	۳۳		.571	۱۴	
.625	۳۴		.746	۱۵	
.528	۳۵		.788	۱۶	Ambiguity tolerance and uncertainty
.570	۳۶		.893	۱۷	
.537	۳۷		.839	۱۸	
.505	۳۸		.235	۱۹	
.537	۳۹				
χ2(119)= 311.48 „ χ2/df= 2.61„ CFI= 0.91„ TLI= 0.86„ IFI= 0.88 „ NFI= 0.87„ RMR= 0.081„ RMSEA= 0.10 „„ Non-significant Items at p<0.05 (two-tailed)					

After evaluating the measurement models, research structural model was investigated and the hypotheses were tested. Model fit indices indicate its satisfactory fit to data, which are shown in table 2 along with the standardized path coefficients and regression weights for variables' dimensions. According to existing references, it is needed for Chi-square to be insignificant, its ratio to degree of freedom smaller than 3, normed fit index, comparative fit index, and goodness-of-fit index greater than .90, root mean squared residual smaller than .09, and root mean squared error of approximation smaller than .05. For the study fitted model, these values are 935.696, 2.17, .93, .91, .94, .05, and .07 respectively. All the indices are better than the critical values, which indicate the goodness of fit for structural model.

Results for the structural equation modeling indicated that all the hypotheses were confirmed. A hypothesis is confirmed when the significance level for its regression weight is smaller than .05. The strongest relationship is related to the effect of masculinity/femininity on attitude to social responsibility (β = .43), and the weakest one is related to the effect of individualism/collectivism on attitude to social responsibility (β = .31). Furthermore, the values for squared multiple correlation indicate that about 52.5 percent of variance for attitude to social responsibility can be explained in the accepted model. In general, all the hypotheses were confirmed which the summary for hypotheses testing is presented in table 3.
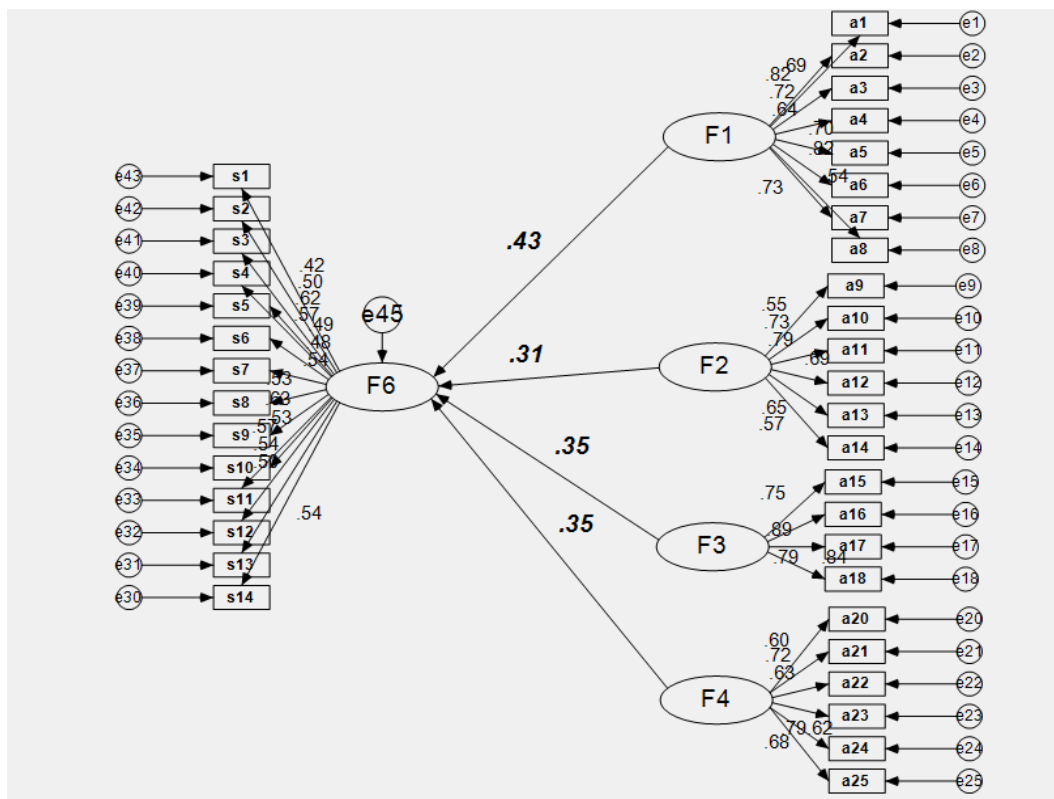

Figure 2. Structural model along with the standardized betas

Table 3. Summary for the hypotheses testing

sig	β	Hypotheses / Relation
·/···	0/4 1	Attitude to social responsibility⇐ Masculinity vs. femininity
·/···	·/٣١	Attitude to social responsibility⇐ Individualism vs. collectivism
·/···	·/٣٥	Attitude to social responsibility⇐ Ambiguity tolerance and uncertainty
·/···	·/٣٥	Attitude to social responsibility⇐ Power distance

$$\chi^2 (104)= 241.16; \chi^2/df= 2.31$$
$$CFI= 0.93; TLI= 0.90; IFI= 0.94; NFI= 0.90$$
$$RMR= 0.09; RMSEA= 0.09$$

Discussion and conclusion

This study is investigated the relationship between the organizational culture based on the Hofstede's cultural dimensions and attitude to social responsibility among the faculty members of Urmia University. First, Pearson correlation analysis was done, which its results indicated that all the correlations were significant. Results for correlation analysis indicate the positive and significant correlation between the organizational culture and attitude to social responsibility. In addition, it should be noted that the study results is consistent with Greenberg, J & Baron, (2000) and Denison (2000). Then, the study hypotheses were tested using the structural equation modeling and all the hypotheses were confirmed. In line with these findings, several studies have investigated the effect of organizational culture on the organization's social responsibility. For example, Holowzki (2002) and Koene (2002) suggested that the effect of a rich and employee-oriented organizational culture on the organization's social responsibility is more than the effect of a job-oriented leadership. However, few studies can be found relating to how it affects the organization's social responsibility and its affective factors. This study was to investigate the effect of organizational culture dimensions on the organization's social responsibility in cultural context of Iranian culture.

Given the pundits' opinions relating to efficiency of the cultural values and their impact on positive and negative attitude to social responsibility, the current study propose that the organizations should participate their employees in the organizational procedures rather than predetermined organizational rules and regulations. The organizations' managers should consider the well-being of employees, society, environment, assigned tasks, and train these values to their employees in order to internalize it in the organizational culture. According to pundits, the employees cannot be expected to do responsible behaviors without training responsibility.

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