

# A Study of Relationship between Organizational Culture and Social Responsibility among School Teachers – With Special Reference to Teachers in Kottayam District

Stephen Mathew<sup>1\*</sup> Tisha Mary Samuel<sup>2</sup>

<sup>1</sup> Assistant Professor, St. Stephens College, Uzhavoor

<sup>2</sup> Research Scholar

**Abstract – Organizational culture refers to the beliefs and behaviors that determine how a company's employees and management interact and handle outside business transactions. 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. People are affected by the culture in which they live. Similarly, an individual working for any organization with a firmly established culture will be taught the values, beliefs, and expected behaviors of that organization. There is at least some sound evidence that variations in cultural values may have a significant impact on employee's social responsibility and job performance.**

**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 school teachers. As far as the individual variable is concerned, it is predicted that organization vision, workplace co-ordination, organization value and discipline in the organization are the most influencing factors that have strong relationship with social responsibility.**

**Keywords: Social Responsibility, Organisational Culture, Workplace Behavior, Internal Communication, Discipline in the Organization, Workplace Co-Ordination, Organization Values and Organization Vision.**

----- X -----

## INTRODUCTION

Organizational culture provides conformity and solidarity to employees, ensuring identity in an organization. It creates unity and establishes co-ordination among members and their activities in the organization. It can be said that organization culture affects members', organizations' behavior and all stakeholders and other organizations in the business world. Therefore an organization aims to take forward its business both vertically and horizontally, has to create, establish and possess strong cultural background. It can be made by undertaking, adopting and discharging social responsibility. From this perspective the researchers made an attempt to determine the association between organizational culture and social responsibility. In this work, six organization variables viz. workplace behavior, internal communication, discipline in the organization, workplace co-ordination, organization values and organization vision have been identified through review of literature to associate with social responsibility.

## SOCIAL RESPONSIBILITY

Social responsibility is the idea that businesses should balance profit-making activities with activities that benefit society; it involves developing businesses with a positive relationship to the society in which they operate. The International Organization for Standardization (ISO) emphasizes that the relationship to the society and environment in which businesses operate is "a critical factor in their ability to continue to operate effectively. It is also increasingly being used as a measure of their overall performance."

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) held 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”.

## **ORGANIZATIONAL CULTURE**

Organizational culture refers to the beliefs and behaviors that determine how a company's employees and management interact and handle outside business transactions. Often, corporate culture is implied, not expressly defined, and develops organically over time from the cumulative traits of the people the company hires. A company's culture will be reflected in its dress code, business hours, office setup, employee benefits, turnover, hiring decisions, and treatment of clients, client satisfaction and every other aspect of operations.

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. It is 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, or they are almost uniformly inclined to the six different cultural types.

## **STATEMENT OF THE PROBLEM**

Human resources are the vital resource among organizational resources. Without effective organizational culture, an organization cannot achieve its goals. Organizational culture plays a crucial role in the development of the organization. Protecting and maintaining the human resource by providing various welfare measures is the responsibility of any management. The employee's job satisfaction and motivation are also closely linked with social welfare. Organization culture pertaining to human resource management has attracted researchers all over the world. There are many studies related to this area.

In this study, an attempt has been made to examine the relationship of organization culture and social responsibility.

## **OBJECTIVES OF THE STUDY**

The objectives of this study are to evaluate the relationship of organizational culture and social responsibility of school teachers with respect to the following.

- To study the various factors affecting the organizational culture.
- To know the various elements which lead to social responsibility.

- To study the relationship between social responsibility and organizational culture of School teachers.

## **SIGNIFICANCE OF THE STUDY**

People are affected by the culture in which they live. Similarly, an individual working for any organization with a firmly established culture will be taught the values, beliefs, and expected behaviors of that organization. There is at least some sound evidence that variations in cultural values may have a significant impact on employee's social responsibility and job performance. Hence the study of organizational culture is important for the understanding and practice of organizational behavior.

## **HYPOTHESIS**

H0: There is no significant relationship between organizational culture and social responsibility.

H1: There is significant relationship between organizational culture and social responsibility.

## **METHODOLOGY**

The objective of the current study is accomplished by conducting a survey. The survey processes that are adopted in the present study consist of the following stages;

## **SAMPLE DESIGN**

Research designs are concerned with turning the research question into a testing project. The research design has been considered as a 'blue print' for research. Here the descriptive research design is used.

Population of the study is 1455. Kottayam district has 4 educational districts with 97 aided schools and each school has 15 teachers in the higher secondary. 10 aided higher secondary schools were randomly selected from Kottayam district out of the selected schools 6 teachers from each were taken as the sample for the present study. A sample of 60 respondents was taken into consideration for the study and the data was collected.

To study the project a simple random sampling technique is used.

## **DATA COLLECTION**

Collection of data was done by administering the Questionnaires. The data is collected from Primary sources and Secondary sources. Primary data is collected from school teachers of different schools in Kottayam district. Secondary data are also collected

from published and unpublished records of the school, journals, publications and other records.

## STATISTICAL TOOLS USED

Various statistical tools like percentage, average and measures of correlation are used for analyzing the collected data. The analyzed data is presented with the help of tables, diagrams, charts etc.

## LIMITATIONS OF THE STUDY

- The study was restricted to different schools in Kottayam district; this could have given rise to a unique perception of the culture.
- Since there has been a gap of a few months between data collection and the consolidation of the report, the findings might not accurately reflect the current attitudes and perceptions of the employees, as these could have changed over time.
- Some of the respondents have hesitated to express their opinion about organization culture measures due to fear of management.

## TESTING OF HYPOTHESIS

### Correlation

Correlation refers to the relationship between any two or more variables. Two variables are said to be correlated if with a change in the value of one variable, there arises a change in the value of the other variable also. Thus, if with a change in the price of a commodity, the demand for that commodity changes, we would say that the price and demand are related with each other. The statistical tool with the help of which the relationship between two or more than two variables is studied is called measures of correlation. The measure of correlation, called the correlation co-efficient summarizes in one figure the direction and extent of correlation. Thus correlation analysis refers to the techniques used in measuring the closeness of the relationship between the variables. The term correlation has been defined variously by different authors. Some of the definitions are quoted here as under:

According to A. M. Tuttle, "Correlation is an analysis of the co-variation between two or more variables".

### Types of Correlation

There are different types of correlation which may be noted between any two or more variables. The following are the important types:

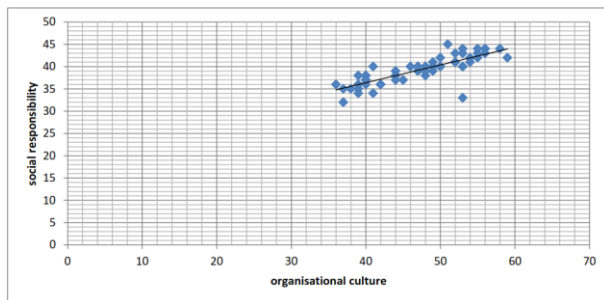
- Positive deviation
- Negative deviation

**Table showing correlation between OC and SR**

RESPONDENTS	OC	SR
1	51	45
2	42	36
3	53	33
4	45	37
5	40	37
6	56	44
7	48	40
8	41	34
9	53	40
10	40	38
11	44	39
12	48	38
13	50	40
14	54	41
15	56	44
16	40	38
17	39	34
18	50	40
19	36	36
20	55	43
21	46	40
22	54	42
23	47	39
24	39	35
25	50	42
26	52	43
27	47	40
28	48	39
29	40	37
30	55	42
31	47	40
32	56	43
33	40	36
34	37	32
35	44	38
36	53	43
37	47	39
38	44	38
39	58	44
40	40	37
41	49	41
42	37	35
43	39	38
44	52	41
45	49	39
46	49	40
47	53	44
48	41	40
49	55	44
50	50	40
51	39	36
52	48	40
53	52	41
54	44	37
55	48	39
56	47	40
57	59	42

58	38	35
59	53	40
60	42	36
<b>Total</b>	<b>2829</b>	<b>2354</b>

(Note: OC- Organisational culture, SR- Social responsibility)



**Figure showing correlation between OC and SR**

## FINDINGS

### General Findings:

- In the survey majority of respondents (65%) are females.
- It is found that most of the teachers (60%) belong to the age group of 40-50.
- Majority of teachers (70%) have post-graduation.
- Almost 68% of teachers have salary above 40000.
- Majority of teachers (55%) have work experience of more than 15 years.
- Almost 52% have good workplace behavior.
- Only 35% of respondents have good internal communication.
- More than 52% of teachers have discipline in the organization.
- It is found that more than 48% of teachers have workplace co-ordination.
- Majority (52%) of teachers have good organization values.
- More than 40% of teachers state that they have organization vision.
- More than 62% of teachers state that they have social responsibility.
- Almost 70% of teacher's state that their institution has brand value reputation.
- More than 55% of teachers have workforce in the institution.
- Majority of teachers (67%) state that they have operational efficiency.
- From the scores obtained from the test conducted more than 57% of teachers says that they have career opportunities within the institution.
- Also it is found from the test that more than 57% of teachers are included in the sustainable development of the society.
- In the survey majority of respondents (65%) says that their organization has high growth.
- It is found that most of the teachers (53%) say that they have organisational leadership.
- It is found that more than 70% of people do have good organisational culture. Less than 30% of people have average organizational culture.
- More than 90% of people do have good social responsibility. Less than 10% of people have average social responsibility.
- There is a relationship between organizational culture and social responsibility.
- There is a positive correlation (0.81) between organisational culture and social responsibility.

### Thus the Major Findings are:

- Following are the various factors affecting the organizational culture.
  - Demographic Information;
  - Workplace Behavior;
  - Internal Communication,
  - Discipline in the Organization,
  - Workplace Co-ordination,
  - Organization Values
  - Organization Vision
  - Social Responsibility
- Following are the various elements which lead to social responsibility
  - Brand value reputation

2. Employees and future workforce
  3. Operational effectiveness
  4. Business opportunity
  5. Macro level sustainable development
  6. Organizational growth
  7. Organizational leadership
- III. In the study after considering eight main elements of organizational culture i.e., demographic information, workplace behavior, internal communication, discipline in the organization, workplace co-ordination, organization values, organization vision and social responsibility. It is found that more than 70% of people do have good organisational culture. Less than 30% of people have average organizational culture.
- IV. In the survey after considering the various criterions of social responsibility i.e., Brand value reputation, Employees and future workforce, Operational effectiveness, Business opportunity, Macro level sustainable development, Organizational growth and Organizational leadership. More than 90% of people do have good social responsibility. Less than 10% of people have average social responsibility.
- V. There exists a strong relationship between organizational culture and social responsibility.
- VI. Correlation between two variables OC and SR where OC represents organisational culture and SR represents social responsibility. From the table of correlation, it is evident that there exist a positive correlation (0.81) between organizational culture and social responsibility. i.e., both the variables under study move in same direction. The result indicates that null hypothesis is rejected and the alternative hypothesis is accepted.

## CONCLUSION

The correlation coefficient obtained ( $r=0.81$ ) has proved the hypothesis that there is relationship between organization culture and social responsibility. The result is strengthened by Pearson correlation analysis. The overall  $r$  is 0.81; it is close to 1, which indicates that there is strong association between organizational culture and social responsibility. As the actual values are attained by the linear mixture of six variables, the covariance values 14.89 shows that the correlation between

organization culture and social responsibility of school teachers is quite moderate and positive. 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 school teachers. As far as the individual variable is concerned, it is predicted that organization vision, workplace co-ordination, organization value and discipline in the organization have strong relationship with social responsibility. Hence the overall conclusion which emerges from the study is that strong culture leads to social responsibility; whereas weak culture leads to non-social responsibility among the school teachers.

## SUGGESTIONS

1. It has been found that strong cultures are associated with high social responsibility and weak cultures are associated with low social responsibility, we will be able to increase social responsibility by designing and developing the strong organization culture or taking away the weak organization culture.
2. Strong culture could be promoted and weak organization culture could be minimised by motivating employees.
3. The employees could be stimulated by augmenting organization culture.
4. 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.
5. This research recommends that educational institutions 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.

## REFERENCES

- Bryk, A., Camburn, E., & Louis, K. S. (1999). Professional community in Chicago elementary schools: Facilitating factors and organizational consequences. *Educational administration quarterly*, 35(5), pp. 751-781.
- Gupta C.B. (2001). Human Resource Management, Sultan Chand and Sons, New Delhi 5<sup>th</sup> ed.



- Kothari C. R. (2004). Research Methodology Method and technical, New Age Publishers International, New Delhi 2<sup>nd</sup> ed.
- Louis, K. S. & Marks, H. M. (1998). Does professional community affect the classroom? Teachers' work and student experiences in restructuring schools. *American journal of education*, 106(4), pp. 532-575.
- Manjumdar P. K. (2005). Research Method in social science, Viva Book Pvt. Ltd. 1<sup>st</sup> ed.
- Marks, H. M. & Printy, S. M. (2003). Principal leadership and school performance: An integration of transformational and instructional leadership. *Educational administration quarterly*, 39(3), pp. 370-397.
- Shashi. K. Gupta, RosyJoshy, Human Resource Management, kalyani Publishers.
- Tanimotot, K., & Suzuki, K. (2005). Corporate Social Responsibility in Japan: Analyzing the Participation companies in global reporting initiative. Working Paper, 208.

---

**Corresponding Author**

**Stephen Mathew\***

Assistant Professor, St. Stephens College, Uzhavoor