



## Analysis of the relationship between organizational culture and social responsibility (case study: Agriculture banks of Sistan)

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### ABSTRACT

Social responsibility of banks provides methods that organizations implement in their business area; these methods meet the expectations of society and also business, legal, ethical and social expectations. Organizations have great responsibilities in social, economic and environmental fields towards employees, shareholders, customers, the government and also all their suppliers and stakeholders. The present study aims to explain the relationship between organizational culture and social responsibility in agriculture banks of Sistan and Baluchestan province. In terms of method, this is an applied study; and in terms of data collection method, this is a descriptive survey. In this study, the standard questionnaires of organizational culture and social responsibility have been used. The statistical population consists of all employees of agriculture banks in the region of Sistan and Baluchestan with a total number of 96 people. For determining sample size, 96 people were selected using census method. For data analysis, descriptive statistics such as frequency, and inferential statistics such as Pearson's correlation test and regression are used. Also Cronbach's alpha coefficient has been used to validate questionnaires and SPSS software is used for all these calculations. The results showed that there is a significant relationship between organizational culture and its components and social responsibility in agriculture bank.

**Key words:** organizational culture, social responsibility, agriculture bank

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### INTRODUCTION

Today, the factors influencing the increase of productivity and economic recovery are numerous. But the experience of developed and industrial world shows that the major factor that moves and speed the increase of the power of production and economy of the organization and finally the society is human resource. The beliefs, values, motivations and enthusiasms can be summed up in the word of organizational culture; if these factors are formed in a coherent and integrated manner, organizations will usually be able to overcome their internal and international rivals (Mirsepasi, 2013, pp. 219-221).

During recent years, experts in management sciences have been convinced that the remarkable situation of successful organizations stems from powerful and intangible factors of their organizational culture such as values and beliefs of their employees (Cameron, Kim, S. and Quin, Robert, 1999).

The subject of organizational culture has been arisen for the first time in the early 80s, while the American tried to find and explain the success reason of Japan in the field of international competition. In reality, they considered corporate and organizational culture as the secret weapon and success key of the Japanese (Schneider, Barroso, 2010, p. 106).

Today, the organizational culture is one of the issues discussed in the field of organizational behaviour and it is believed that every organization has a culture that is formed over time and won't disappear easily; it will have a significant impact on organizational behaviour. As an individual have somewhat fixed and stable characteristics that distinguish him from other people, organizations, like people, have personalities that are the components of organizational culture. The organizational culture refers to a set of values, beliefs, customs and habits that found implicitly and with unwritten manner, the common behaviour of individuals, groups and organizations (Moorhead, Griffin, 2013).

The organizational culture controls automatically the managers and influences perceptions, thinking, feelings, goals, satisfaction and morale of individuals and also the creativity and innovation of employees (Zarei Matin, 1993). The organizational culture can be considered as a source of motion, dynamism, creativity and innovation or an obstacle in the way of their progress (Nili Aram, 2002, p. 30).

According to a review on organizational culture and the organization itself, experts have classified culture based on its characteristics and its various factors; they have offered several models. In the present study, the provided model of Denison was used in order to recognize and evaluate the organizational culture of the studied population (Atashzar, 2015).

On the other side, the attention of an organization to social responsibility at the time of the adoption of a decision can be of a great importance cause an incorrect and irrational decision can impose irreparable damages to the society. If individuals and groups in organizations and institutions assume responsibilities about various events, happenings and crises, they attempt to solve most of them in a short time and create a healthy society. Nowadays, managers should do things that are acceptable to society and consistent with its values; if an organization cannot adapt itself with these values, it won't be successful in practice. To be able to maintain or promote its place in society, an organization should assume more social responsibilities, if the organization ignores it, its activities will be limited. The managers of social issues of organizations are faced with many problems in the way of accepting and fulfilling their social responsibilities like uncertainty about limits or the lack of a clear and precise way for managers for the realization of objectives and social responsibilities. The social responsibility is a complicated issue and in the process of decision-making, in addition to economic factors, managers should have sufficient insight into issues (Kamalian et al. 2013). Thus, in the present study, we try to explore the impact of organizational culture on social responsibility of agriculture bank staff in Sistan and Baluchestan province.

**CONCEPTUAL MODEL OF RESEARCH**

There is no research that has examined the relationship between these variables. In the present study, after studying different models of organizational culture, Denison model (2000) was chosen as the theoretical model of research. The fact that Denison model is newer than other introduced models, its behavioural basis and the fact that it is a complete model in terms of measurement indices and the evaluation of organizational culture are the reasons for choosing this model. For examining the variable of social responsibility, model of Carol (2000) was used. Therefore, the main model of research will be as follows:

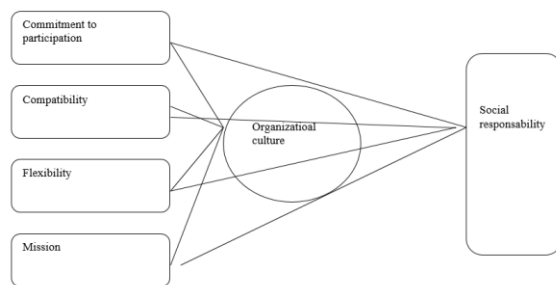


Figure 1: Conceptual model of research

**RESEARCH HYPOTHESIS**

**The main hypothesis:**

There is a significant relationship between Organizational culture and Social responsibility in the Agricultural Bank of Sistan.

**Sub- hypothesis:**

1. There is a significant relationship between Commitment to participation and Social responsibility in the Agricultural Bank of Sistan.
2. There is a significant relationship between Compatibility and Social responsibility in the Agricultural Bank of Sistan.
3. There is a significant relationship between Flexibility and Social responsibility in the Agricultural Bank of Sistan.
4. There is a significant relationship between Mission and Social responsibility in the Agricultural Bank of Sistan.

**RESEARCH METHODOLOGY**

The aim of this study was Analysis of the relationship between organizational culture and social responsibility (case study: Agriculture banks of Sistan). This study is a descriptive survey study, and applied in terms of purpose. In addition to the survey and descriptive research, correlation method will be used. The study population included all employees of the Agricultural Bank of Sistan to which were 96 persons. To determine the sample size, 96 patients were selected using census method. Also, distribution method questionnaires are Census because access is possible to all people. For data collection, the questionnaires were distributed among staff of the Agricultural Bank of Sistan after the validity and reliability was confirmed. Therefore, field method was used for data collection. In this study, to collect data, the field and library study will be used. In order to test hypotheses, correlation method is used. In order to analyze the data, descriptive statistics such as frequency and frequency are used. Inferential statistics such as Pearson's correlation coefficient test, regression and Cronbach's alpha coefficient were used to validate the questionnaires. To do this, they were soft SPSS software is used.

**FINDINGS OF STUDY**

**The main hypothesis: There is a significant relationship between Organizational culture and Social responsibility in the Agricultural Bank of Sistan.**

Table (1): Pearson and Spearman correlation test statistics relating to the relationship between Organizational culture and Social responsibility

Variable	Organizational culture								
	Pearson			Spearman			Significance relationship	Type of relation	R <sup>2</sup>
Test	The correlation coefficient	Significance	Number	The correlation coefficient	Significance	Number			
social responsibility	0.458	0.000	94	0.432	0.000	94	has	direct	0/209

Analysis of the data shows that the coefficients of Pearson and Spearman correlation between the two variables of social responsibility and Organizational culture is 0/458 and 0/432. And with -P significant amount is equal to 0.000 and they are smaller than the significance level  $\alpha = 0/05$ .

Therefore, at this level, H<sub>0</sub> assuming that no relationship is rejected. And thus there is a significant relationship between social responsibility and d Organizatioal culture in the Agricultural Bank of Sistan.

In addition, a positive correlation coefficient indicates a direct relationship between these two variables. The coefficient of determination between the two variables is equal to 209/0 (R<sup>2</sup> = 209/0) or in other words 20% of the changes are common between the two variables (20.9% of Organizatioal culture changes are justified by social responsibility).

**Sub-hypothesis1: there is a significant relationship between Commitment to participation and Social responsibility in the Agricultural Bank of Sistan.**

Table (2): Pearson and Spearman correlation test statistics relating to the relationship between Commitment to participation and social responsibility

Variable	social responsibility								
	Pearson			Spearman			Significance relationship	Type of relation	R <sup>2</sup>
Test	The correlation coefficient	Significance	Number	The correlation coefficient	Significance	Number			
Commitment to participation	0.569	0.000	94	0.496	0.000	94	has	direct	0/232

Analysis of the data shows that the coefficients of Pearson and Spearman correlation between the two variables of Commitment to participation and social responsibility is 0/569 and 0/496. And with -P significant amount is equal to 0.000 and they are smaller than the significance level  $\alpha = 0/05$ .

Therefore, at this level, H<sub>0</sub> assuming that no relationship is rejected. And thus there is a significant relationship between Commitment to participation and social responsibility in the Agricultural Bank of Sistan.

In addition, a positive correlation coefficient indicates a direct relationship between these two variables. The coefficient of determination between the two variables is equal to 232/0 (R<sup>2</sup> = 232/0) or in other words 23.2% of the changes are common between the two variables (23.2% of Social responsibility changes are justified by Commitment to participation).

**Sub-hypothesis2: There is a significant relationship between Compatibility and Social responsibility in the Agricultural Bank of Sistan.**

Table (3): Pearson and Spearman correlation test statistics relating to the relationship between Compatibility and social responsibility

Variable	social responsibility								
	Pearson			Spearman			Significance relationship	Type of relation	R <sup>2</sup>
Test	The correlation coefficient	Significance	Number	The correlation coefficient	Significance	Number			
Compatibility	0.763	0.000	94	0.650	0.000	94	has	direct	0/582

Analysis of the data shows that the coefficients of Pearson and Spearman correlation between the two variables of Compatibility and social responsibility is 0/763 and 0/650. And with -P significant amount is equal to 0.000 and they are smaller than the significance level  $\alpha = 0/05$ .

Therefore, at this level, H<sub>0</sub> assuming that no relationship is rejected. And thus there is a significant relationship between Compatibility and social responsibility in the Agricultural Bank of Sistan.

In addition, a positive correlation coefficient indicates a direct relationship between these two variables. The coefficient of determination between the two variables is equal to 582/0 (R<sup>2</sup> = 582/0) or in other words 58% of the changes are common between the two variables (58% of Social responsibility changes are justified by Compatibility).

**Sub-hypothesis3: There is a significant relationship between Flexibility and Social responsibility in the Agricultural Bank of Sistan.**

Table (4): Pearson and Spearman correlation test statistics relating to the relationship between Flexibility and social responsibility

Variable	social responsibility								
	Pearson			Spearman			Significance relationship	Type of relation	R <sup>2</sup>
Test	The correlation coefficient	Significance	Number	The correlation coefficient	Significance	Number			
Flexibility	0.562	0.000	94	0.487	0.000	94	has	direct	0/315

Analysis of the data shows that the coefficients of Pearson and Spearman correlation between the two variables of Flexibility and social responsibility is 0/562 and 0/487. And with -P significant amount is equal to 0.000 and they are smaller than the significance level  $\alpha = 0/05$ .

Therefore, at this level, H<sub>0</sub> assuming that no relationship is rejected. And thus there is a significant relationship between Flexibility and social responsibility in the Agricultural Bank of Sistan.

In addition, a positive correlation coefficient indicates a direct relationship between these two variables. The coefficient of determination between the two variables is equal to 315/0 (R<sup>2</sup> = 315/0) or in other words 31% of the changes are common between the two variables (31% of Social responsibility changes are justified by Flexibility).

**Sub-hypothesis4: There is a significant relationship between Mission and Social responsibility in the Agricultural Bank of Sistan.**

Table (5): Pearson and Spearman correlation test statistics relating to the relationship between Mission and social responsibility

Variable	social responsibility								
	Pearson			Spearman			Significance relationship	Type of relation	R <sup>2</sup>
Test	The correlation coefficient	Significance	Number	The correlation coefficient	Significance	Number			
Mission	0.602	0.000	94	0.543	0.000	94	has	direct	0/364

Analysis of the data shows that the coefficients of Pearson and Spearman correlation between the two variables of Mission and social responsibility is 0/602 and 0/543. And with -P significant amount is equal to 0.000 and they are smaller than the significance level  $\alpha = 0/05$ .

Therefore, at this level,  $H_0$  assuming that no relationship is rejected. And thus there is a significant relationship between Mission and social responsibility in the Agricultural Bank of Sistan.

In addition, a positive correlation coefficient indicates a direct relationship between these two variables. The coefficient of determination between the two variables is equal to  $364/0$  ( $R^2 = 364/0$ ) or in other words 36.4% of the changes are common between the two variables (36.4% of Social responsibility changes are justified by Mission).

## DISCUSSION AND CONCLUSION

The obtained results showed that there is a significant and positive correlation between organizational culture and social responsibility. In organizations with appropriate organizational culture, there exists the possibility to enhance the social responsibilities of employees. These findings are consistent with provided theories and conducted research. Glaser believes that many of anomalies in human behaviour stem from their escape from the responsibility. This researcher considers psychological needs such as freedom and having independence as components of organizational culture and the conditions of responsibility. Kuits and Daniels consider the organizational behaviour of citizens that has a large overlap with the organizational culture as a responsible behaviour in the workplace. They consider as necessary the patterns of individual behaviour such as joining the organization and staying in it, implementation of tasks in the organization and spontaneous and innovative behaviour. Also Bierhoff (2005) argues that in social responsibility, a kind of internal control becomes dominant in individuals, and this fact is of great importance to establish relations based on sympathy, attention to the rights of others and generally, social order. From the viewpoint of this researcher, empathy and having healthy relations in the organization are intimately related with social responsibility. Tome (2000) pays attention to personal development or growth in common responsibilities and believes that personal development includes values such as wealth, power, social status, social recognition, freedom, ambition, success, family security and joy and personal growth includes the values of usefulness, responsibility, honesty, loyalty, social justice, a world of peace, inner harmony, equality and unity with nature. From the perspective of Leiden, in a healthy system, there are educated and committed managers in every sense and loyal employees with high morale who like their jobs and are effective and beneficial individuals and a source of dynamisms in the organization. Also regarding social responsibility, French and Savrd noted cases such as preventing

discrimination in the process of employment and immoral activities and informing customers of the quality of service, they noted that these are indicators of organizational culture that are useful to enhance social responsibility. Finally, based on surveys and studies of RSM group at the university of Arasmas, preventing administrative corruption, transparency in business, safety and cultural activities, climate change, salary of employees, ecology, equity in income and decent and fair wages, appropriate trade and production, education and reducing poverty are respectively factors that are in correlation with social responsibility. Also Shakhkaram (2009) defines cultural organization as an organization having features such as collective management, respect for customer and clients, decision-making based on correct information, reward system tailored to work, supporting innovation, citizenship in community and high responsibility.

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