

Organizational Culture Types as Predictors of Corporate Social Responsibility*

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The purpose of this paper is to investigate connections between corporate social responsibility and organizational culture types. The survey was conducted in Estonian, Chinese, Japanese, Russian, Czech, Finnish, German and Slovakian electric-electronic machine, retail store and machine-building enterprises. The main aim of the study is to find connections between corporate social responsibility and different organizational culture types.

According to Cameron and Quinn (1998), culture defines the core values, assumptions, interpretations and approaches that characterise an organization. Competing Values Framework is extremely useful in helping to organize and interpret a wide variety of organizational phenomena. The four dominant culture types – hierarchy, market, clan and adhocracy emerge from the framework.

According to Strautmanis (2007), social responsibility is part of organizational culture and a value in the organizational culture environment. Development of social responsibility is a change in values orientation, whose task is shaping the attitudes, transformation of the personal position so that it matches individual and public interests. Different organizations have framed different definitions about corporate social responsibility - although there is considerable common ground between them. Nowadays corporate social responsibility is an integral part of the business vocabulary and is regarded as a crucially important issue in management (Cornelius et al., 2008; Humphreys, Brown, 2008).

In order to find connections between corporate social responsibility and organizational culture, the authors conducted an empirical study in 2007-2008. The total number of respondents was 6094. A standardized organizational culture and corporate social responsibility questionnaire comprising 38 items was developed by the Denki Ringo research group (Ishikawa et al, 2006). The questionnaire was administered in Estonian, Chinese, Japanese, Russian, Czech, Finnish, German and Slovakian electric-electronic machine, retail store and machine-building enterprises. Data about four different culture types and eight different countries - Estonia, China, Japan, Russian, Czech, Finnish, German and Slovakian were compared by means of the ANOVA-test. The linear regression analysis was used in order to find statistically relevant connections between corporate social responsibility and organizational culture. The model was developed in order to explain how four organizational culture types - hierarchy, clan, market, adhocracy - predict two facets of corporate social responsibility - the firm performance concerning social issues and the firm respects the interests of agents.

The main research question is: How does organizational culture predict corporate social responsibility?

According to the results, clan, hierarchy and adhocracy culture types predict two facets of corporate social responsibility - the firm performance concerning social issues and the firm respects the interests of agents. Market culture type predicts one facet of corporate social responsibility - the firm performance concerning social issues. Different organizational culture types are dominating in enterprises from different countries. In Estonian and Finnish enterprises clan, in Chinese enterprises market and adhocracy, in Japanese enterprises market and hierarchy, in Russian and German enterprises market, in Czech and Slovakian enterprises hierarchy culture types were dominating in enterprises. Organizational culture is influenced on national culture where organization is operating.

Keywords: *corporate social responsibility, organizational culture, electric-electronic machine enterprises, retail store enterprises, machine-building enterprises, Estonia, China, Japan, Russia, Czech, Slovakia, Finland, Germany.*

Introduction

This paper analyses connections between corporate social responsibility (CSR) and organizational culture in Estonian, Chinese, Japanese, Russian, Czech, Finnish, German and Slovakian electric-electronic machine, retail store and machine-building enterprises. The main aim of the study is to find connections between CSR and organizational culture types.

Today, pioneering enterprises integrate social entrepreneurship into their core activities by actively channeling their research-and-development capabilities in the direction of socially innovative products and services (Schwab, 2008).

According to Mačerinskienė and Vasiliauskaitė (2007), social capital is an essential asset in contemporary business world where timely information, proactive adjustment to the market changes and flexibility are the main competitiveness factors. Melnikas (2007), states that the attitudes to the significance of equal rights principle characterize the society and its culture. A significant consideration is the orientation of these attitudes to democratic and humanistic values.

Most organization scholars and observers recognize that organizational culture has a powerful effect on the performance and long-term effectiveness of organizations. Empirical research has produced an impressive array of

findings demonstrating the importance of culture to enhancing organizational performance (Cameron, Ettington, 1988; Denison, 1990; Trice, Beyer, 1993).

Collier, Esteban (2007) identified two types of factors that impact on employee motivation and commitment to CSR 'buy-in'. The first of these is contextual: employee attitudes and behaviours will be affected by organizational culture and climate, by whether CSR policies are couched in terms of compliance or in terms of values, and by whether such policies are integrated into business processes or simply an 'add-on' that serves as window-dressing. The second set of factors is perceptual.

Despite the enormous amount of theoretical writing about the connections between corporate social responsibility and organizational culture, there are relatively few empirical studies about the connections between facets of CSR - the firm performance concerning social issues and the firm respects the interests of agents and organizational culture types – clan, market, hierarchy and adhocracy.

In the study we investigate how organizational culture predicts corporate social responsibility. What organizational culture types – clan, market, hierarchy and adhocracy predict what facets of corporate social responsibility - the firm performance concerning social issues and the firm respects the interests of agents is found out in the study?

A standardised organizational culture and corporate social responsibility questionnaire comprising 38 items was developed by the Denki Ringo research group (Ishikawa et al., 2006). The questions in the survey addressed four different culture types – hierarchy, clan, market, adhocracy and two facets of corporate social responsibility - the firm performance concerning social issues and the firm respects the interests of agents.

Data about four different culture types and eight different countries - Estonia, China, Japan, Russian, Czech, Finnish, German and Slovakian were compared by means of the ANOVA-test. The linear regression analysis was used in order to find statistically relevant connections between corporate social responsibility and organizational culture types. Total number of respondents was 6094.

The main research question is: How do four organizational culture types – hierarchy, market, clan and adhocracy predict two facets of corporate social responsibility – the firm performance concerning social issues and the firm respects the interests of agents ?

This study, therefore, investigates how organizational culture types predict corporate social responsibility. Data is collected from empirical studies in Estonian, Chinese, Japan, Russian, Czech, Finnish, German and Slovakian electric-electronic machine, retail store and machine-building enterprises and the results are discussed.

Theoretical framework

Corporate social responsibility (CSR)

Different organizations have framed different definitions about CSR - although there is considerable common ground between them. Today corporate leaders face a dynamic and challenging task in attempting to apply societal ethical standards to responsible business practice (Morimoto et al., 2005). Nowadays corporate social

responsibility is an integral part of the business vocabulary and is regarded as a crucially important issue in management (Cornelius et al., 2008; Humphreys & Brown, 2008).

According to Jušcius and Snieška (2008) only the companies, which aim to save all universally accepted ethical standards of social behaviour, can expect a positive attitude and support in the modern society. Moreover, helping to solve burning social and ecological problems, they get competitive advantages and ensure their successful work in future.

The firm performance concerning social issues

Sethi (1975) stated that, whereas social obligation is proscriptive in nature, social responsibility is prescriptive. Jones (1980) stated that corporate social responsibility is the notion that corporations have an obligation to constituent groups in society other than stockholders and beyond that prescribed by law and union contract. Epstein (1987) provided a definition of CSR in his quest to relate social responsibility, responsiveness, and business ethics.

According to Frederick (1960), social responsibility in the final analysis implies a public posture toward society's economic and human resources and a willingness to see that those resources are used for broad social ends and not simply for the narrowly circumscribed interests of private persons and firms. The proper social responsibility of business is to tame the dragon that is to turn a social problem into economic opportunity and economic benefit, into productive capacity, into human competence, into well-paid jobs, and into wealth (Drucker, 1984).

In the 1990s the concept of corporate social performance stream emerged (Wood 1991). Carroll (1999) CSR model identifies four components: economic, legal, ethical and voluntary (discretionary). The economic aspect is concerned with the economic performance of the company; while the other three categories – legal, ethical, and discretionary – address the societal aspects of CSR.

Waddock, Graves (1997) have found positive relationship between a firm's social performance and its financial performance, whereas Wright and Ferris (1997) have found a negative relationship. Orlitzky et al. (2003), claim that there is a strong empirical evidence supporting the existence of a positive link between social and financial performance.

Marcel van Marrewijk (2003) has narrowed down the concept of corporate social responsibility so that it covers three dimensions of corporate action: economic, social and environmental management. Garriga, Mele' (2004) grouped theories of corporate social responsibility into four groups: instrumental, political, integral and ethical theories.

The firm respects the interests of agents

Hillman, Keim (2001) suggested that, when assessing the returns to CSR, it was critical to discriminate between stakeholder management CSR and social CSR. This is consistent with Baron's (2001) distinction between altruistic and strategic CSR. More specifically, the authors concluded that whereas stakeholder-oriented CSR was positively correlated with financial performance, social CSR was not.

According to Susnienė and Vanagas (2007), it is necessary to achieve a high level of stakeholder satisfaction having in mind that the most important stakeholder group is customers and through satisfaction of their interests, other stakeholders' interests could be satisfied. Stakeholder satisfaction is vital for organizations in order to get license to operate and produce output, to gain resources and trust and therefore to be competitive and successful from the long-term perspective.

Corporate social responsibility is a concept whereby companies fulfil accountability to their stakeholders by integrating social and environmental concerns in their business operations (Tanimoto, Suzuki, 2005). Companies will necessarily have to take into account cultural differences when defining their CSR policies and communicating to stakeholders in different countries (Bird, Smucker, 2007).

According to Ruževičius and Serafinas (2007), the image and reputation of organization in the social and environmental fields, affect consumers and customers more and more. The labour market is very competitive and qualified workers prefer to work for and to stay at those companies that do care about their employees.

The tendency to invest in companies that practice and report CSR is increasing (Sleeper et al., 2006). Corporate social responsibility forces repositioning of strategies from profit-driven organizations to organizations with attention for the companies influence on social and environmental aspects (Quaak et al., 2007).

Culture

Previous studies have identified the impact of economic development, region of the world, country history, colonization, and societal values upon patterns of behavior and ethics (Alas, Rees, 2006; Alas, Sun, 2008; Alas et al., 2006; Davis, Ruhe, 2003). Hofstede, Bond (1988) have presented statistical evidence to show a link between national culture and economic growth.

Žitkus and Junevičius (2007) state that culture most often occurs as a constituent part of the external environment of the company, which, together with economic, social, political, technological and other factors affects the development of the companies as well as the solutions and actions of the managers.

By Schein (1992) organization culture is the pattern of basic assumptions that a given group has invented, discovered or developed in learning to cope with its problems of external adaptation and integral integration. Trice and Beyer (1993) have also connected culture with environment, seeing organization culture as a collective response to uncertainty and chaos. Gagliardi (1986) argues that every organization's primary strategy is to protect the organizational identity that assumptions and values create and maintain. Kotter, Heskett (1992) found that culture significantly influenced organizational performance when it either helped the organization to anticipate or adapt to environmental change or interfered with its adaptation.

Researchers Hofstede (1980) and Tromperaars (1992) have reported marked differences among countries based on certain key dimensions. For example, national differences exist among countries on the basis of universalism versus

particularism, individualism versus collectivism, neutrality versus emotionality, specificity versus diffuseness, focus on achievement versus ascription, focus on past versus present versus future, and an internal focus versus an external focus (Tromperaars, 1992).

According to Cameron and Quinn (1998), culture defines the core values, assumptions, interpretations and approaches that characterise an organization. Competing Values Framework is extremely useful in helping to organize and interpret a wide variety of organizational phenomena. The four dominant culture types – hierarchy, market, clan and adhocracy emerge from the framework. Most organizations develop a dominant cultural style. More than 80 percent of the several thousand organizations they have studied have been characterized by one or more of the culture type identified by the framework. Those that do not have a dominant culture type either tend to be unclear about their culture, or they emphasize nearly equally the four different cultural types.

The Hierarchy Culture

Weber (1947) proposed seven characteristics that have become known as the classical attributes of bureaucracy (rules, specialization, meritocracy, hierarchy, separate ownership, impersonality, accountability). According to Cameron, Quinn (1998) the organizational culture compatible with this form is characterized by a formalized and structured place to work. The long-term concerns of the organization are stability, predictability and efficiency. Formal rules and policies hold the organization together. Key values centre on maintaining efficient, reliable, fast, smooth-flowing production (Cameron, Quinn, 1998).

The Market Culture

The market culture type was based largely on the work of Williamson (1975) and Ouchi (1981). According to Cameron, Quinn (1998), the market culture is focused on transactions with external constituencies including suppliers, customers, contractors, licensees, unions, regulators and so forth. The core values are competitiveness and productivity. Competitiveness and productivity in market organizations are achieved through a strong emphasis on external positioning and control. The basic assumptions in a market culture are that the external environment is not benign but hostile, consumers are choosy and interested in value, the organization is in the business of increasing its competitive position.

The Clan Culture

A number of researchers observed fundamental differences between the market and hierarchy forms of design in America and clan forms of design in Japan (Ouchi, 1981; Pascale, Athos, 1981). According to Cameron, Quinn (1998), typical characteristics of clan-type firms were teamwork, employee involvement programs and corporate commitment to employee. Some basic assumptions in a clan culture are that the environment can best be managed through teamwork and employee development, customers are best thought as partners, the organization is in the business of developing a

humane work environment (McGregor, 1960; Likert, 1970; Agyris, 1962). The clan culture type organization is held together by loyalty and tradition. The organization emphasizes the long-term benefit of individual development with high cohesion and morale being important (Cameron, Quinn, 1998).

The Adhocracy Culture

According to Cameron, Quinn (1998), a major goal of an adhocracy is to foster adaptability, flexibility and creativity where uncertainty, ambiguity and/or information-overload are typical. An important challenge of these organizations is to produce innovative products and services and to adapt quickly to new opportunities. A high emphasis on individuality, risk taking and anticipating the future exists as almost everyone in an adhocracy becomes involved with production, clients, research and development and so forth.

Culture and corporate social responsibility

According to Strautmanis (2007), social responsibility is part of organizational culture and a value in the organizational culture environment. Condition for the development of social maturity is intelligence, unity of professionalism, social competence and human relations. Development of social responsibility is a change in values orientation, whose task is shaping the attitudes, transformation of the personal position so that it matches individual and public interests.

Managers in wealthier countries are clearly less inclined to think about the welfare of the greater community or society in their decision-making. In poorer countries, managers may feel more of a personal responsibility toward the community and society at large (Waldman et al., 2006).

Philanthropic responsibilities, however, arise out of the philosophical, ethical tradition of being concerned with what is good for a society as a whole, and seemingly provide a justification for corporations to help improve the quality of life for different parties and communities in the society as well as preserve our natural environment (Balmer et al., 2007). A crucial aspect of business today is the corporate social and environmental responsibility behavior of all companies, but particularly of those within the world economic power basis because these countries set the norms for others to follow (Banerjee, 2001).

Based on the relevant literature authors developed the following general propositions:

P1. Four organizational culture types – hierarchy, market, clan and adhocracy predict the facet of corporate social responsibility - firm performance concerning social issues.

P2. Four organizational culture types – hierarchy, market, clan and adhocracy predict the facet of corporate social responsibility - the firm respects the interests of agents.

P3. Different organizational culture types are dominating in enterprises from different countries.

Empirical study

The sample - in order to find connections between corporate social responsibility and organizational culture, the authors conducted an empirical study in 2007-2008. The research was done in Estonian enterprises with 623 respondents, in Chinese enterprises with 1150 respondents, in Russian enterprises with 684 respondents, in Japanese enterprises with 1570 respondents, in Czech enterprises with 1110 respondents, in Finnish enterprises with 239 respondents, in German enterprises with 113 respondents and in Slovakian enterprises with 605 respondents. The companies were selected in a non-random manner, as the organization registers do not have a solid basis for random sampling because only a fraction of the registered enterprises are active in Estonia, China, Japan, Russia, Slovakia, Czech, Germany and Finland. The total number of respondents was 6094.

Methodology - a standardised organizational culture and corporate social responsibility questionnaire comprising 38 items was developed by the Denki Ringo research group (Ishikawa et al., 2006) and translated from English into Estonian, Japanese, Chinese, Russian, Czech, Finnish, German and Slovakian. The questionnaire was administered in Estonian, Chinese, Japanese, Russian, Czech, Finnish, German and Slovakian electric-electronic machine, retail store and machine-building enterprises. The questions in the survey addressed four different culture types – hierarchy, clan, market, adhocracy and two facets of corporate social responsibility - the firm performance concerning social issues and the firm respects the interests of agents.

Data about four different culture types and eight different countries - Estonia, China, Japan, Russia, Czech, Finland, Germany and Slovakia were compared by means of the ANOVA-test. The linear regression analysis was used in order to find statistically relevant connections between corporate social responsibility and four organizational culture types.

The main research question is: How do four organizational culture types – hierarchy, market, clan and adhocracy predict two facets of corporate social responsibility - firm performance concerning social issues and the firm respects the interests of agents ?

Results

Four Organizational culture Types

The Hierarchy Culture

Table 1 shows respondents' opinions about their organization as hierarchy culture type. Respondents rated highly the statements – organization must have strict hierarchy (m=4.25, sd=1.32) and one needs to control spending of resources strictly, or total disorder will happen (m=4.06, sd=0.90). Respondents rated low the statements - we have informal norms and rules which are to be followed by everyone (m=3.21, sd=1.77) and - rules of the company must not be disobeyed even if employee thinks that he acts in favour of company (m=3.34, sd=1.84).

The Hierarchy Culture

Items	M	SD
1 – we have informal norms and rules which are to be followed by everyone	3.21	1.77
2 - rules of the company must not be disobeyed even if employee thinks that he acts in favour of company	3.34	1.84
3 - instructions and regulations are needed to govern every process of work	3.55	1.82
4 - organization must have strict hierarchy	4.25	1.32
5 – one needs to control spending of resources strictly, or total disorder will happen	4.06	0.90
Total	3.68	1.57

N=6094

The Market Culture

Table 2 shows respondents' opinions about their organization as market culture type. Respondents rated highly the statement – it is very important to feel market change

to react contemporarily (m=4.23, sd=0.85). Respondents rated low the statement - during conflict everybody tries to solve it quickly and mutually profitable (m=3.35, sd=1.06).

Tabel 2

The Market Culture

Items	M	SD
1 - customers' interests are never ignored in decision making of organization	3.50	1.16
2 - we constantly improve our methods of work to gain advantages over rivals	3.61	1.07
3 – during conflict everybody tries to solve it quickly and mutually profitable	3.35	1.06
4 - it is very important to feel market changes to react contemporarily	4.23	0.85
Total	3.67	1.04

N=6094

The Clan Culture

Table 3 shows respondents' opinions about their organization as clan culture type. Respondents rated highly the statements – in group everyone must put maximum effort to achieve common goal (m=4.12, sd=0.88) and reward

for success must go to department, because everyone put an effort (m=4.12, sd=0.96). Respondents rated low the statements - agreement is easily achieved even concerning hard problems in organization (m=3.11, sd=1.04).

Tabel 3

The Clan Culture

Items	M	SD
1 - agreement is easily achieved even concerning hard problems in organization	3.11	1.04
2 – competition between colleagues usually brings more harm than use	3.29	1.11
3 - it is not accepted to talk about people behind their back	3.33	1.23
4 - in group everyone must put maximum effort to achieve common goal	4.12	0.88
5 - reward for success must go to department, because everyone put an effort	4.12	0.96
Total	3.59	1.12

N=6094

The Adhocracy Culture

Table 4 shows respondents' opinions about their organization as adhocracy culture type. Respondents rated highly the statements – new ideas must be applied immediately otherwise they become old and obsolete (m=3.85, sd=0.94) and most competent representative of group

must make decisions even if formally he is not a leader of the group (m=3.56, sd=1.10). Respondents rated low the statements - workers of any division have equal perspectives (m=3.07, sd=1.19) and projects are coordinated easily through all functional units (m=3.11, sd=1.03).

Tabel 4

The Adhocracy Culture

Items	M	SD
1 – workers of any division have equal perspectives	3.07	1.19
2 – information is available for everyone. One can get any needed information	3.20	1.16
3 – projects are coordinated easily through all functional units	3.11	1.03
4 - new ideas must be applied immediately otherwise they become old and obsolete	3.85	0.94
5 - most competent representative of group must make decisions even if formally he is not a leader of the group	3.56	1.10
Total	3.35	1.14

N=6094

Corporate Social Responsibility

The firm performance concerning social issues

Table 5 shows respondents' opinions about firm performance concerning social issues. Respondents rated highly the statements – safety and security of products and

services (m=4.04, sd=0.91) and realization of the best quality of products and services (m=4.08, sd=0.91). Respondents rated low the statements - contribution to science and culture (m=3.29, sd=1.10) and public activities for local community (m=3.25, sd=1.12).

Tabel 5

The firm performance concerning social issues

Facet of CSR - the firm performance concerning social issues	M	SD
1 – compliance with the laws for business activities	3.98	0.95
2 – compliance with the laws for worker protection	3.76	1.09
3 – care and service for consumers	3.80	0.98
4 – environmental protection	3.82	1.01
5 – trustful relations with customers	3.95	0.94
6 – safety and security of products and services	4.04	0.91
7 – realization of the best quality of products and services	4.08	0.91
8 – aftercare for users	3.88	0.96
9 – publicity of company information for society	3.50	1.04
10 – contribution to science and culture	3.29	1.10
11 – Public activities for local community	3.25	1.12
Total	3.75	1.02

N=6094

The firm respects the interests of agents

Table 6 shows respondents' opinions about the firm respects the interests of agents. Respondents rated highly the

statements – the firm respects the interests of customers (m=4.06, sd=0.95) and consumers (m=3.98, sd=0.99). Respondents rated lowly the statement - the firm respects the interests of trade unions (m=3.03, sd=1.21)

Tabel 6

The firm respect the interests of agents

Facet of CSR - the firm respect the interests of agents	M	SD
1 – customers	4.06	0.95
2 - subsidiary, subcontract firms	3.66	1.00
3 – consumers;	3.98	0.99
4 - stock holders;	3.74	1.10
5 –employees	3.26	1.12
6 - trade union	3.03	1.21
7 - public administration	3.33	1.06
8 - local community	3.27	1.12
Total	3.54	1.02

N=6094

Organizational culture types

Table 7 shows dominant culture types in eight countries according to respondents' answers. In Estonian enterprises clan culture type was rated highly (m=3.98, sd=0.95). In Chinese enterprises market (m=3.84, sd=1.01) and adhocracy (m=3.83, sd=1.04) culture types were rated highly. In Japanese enterprises market (m=3.28, sd=0.84) culture types were rated highly. In Russian enterprises market (m=3.60, sd=0.94) culture type was rated highly. In Czech enterprises hierarchy (m=3.70, sd=1.05) culture type was rated highly. In Finnish enterprises clan (m=3.84, sd=0.97) culture type was rated highly. In German enterprises market (m=4.38, sd=0.71) culture type was rated

highly. In Slovakian enterprises hierarchy (m=3.85, sd=1.05) culture type was rated highly. There are statistically significant differences between countries concerning all four organizational culture types.

According to the results similar organizational culture types dominate in the countries with similar historical, cultural and/or economical background. Clan culture type dominates in Estonia and Finland. Hierarchy culture type dominates in Czech and Slovakia. Market culture type dominates in China, Japan, Russia and Germany. Therefore hypothesis three is supported.

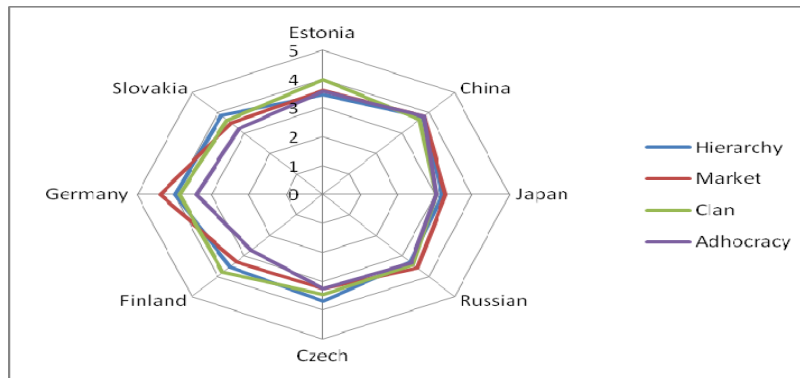


Figure 1. Spider web diagram about four organizational culture types in 8 countries

Tabel 7

Organizational culture types

		Hierarchy	Market	Clan	Adhocracy
Estonia N=623	M	3.45	3.61	3.98	3.57
	SD	0.99	0.95	0.95	1.12
China N=1150	M	3.79	3.84	3.66	3.83
	SD	1.03	1.01	1.06	1.04
Japan N=1570	M	3.21	3.28	3.02	3.04
	SD	0.87	0.84	0.83	0.83
Russian N=684	M	3.33	3.60	3.42	3.34
	SD	1.03	0.94	1.13	1.05
Czech N=1110	M	3.70	3.27	3.46	3.25
	SD	1.05	1.08	1.07	1.07
Finland N=239	M	3.55	3.32	3.81	2.72
	SD	1.49	1.03	0.97	1.06
Germany N=113	M	3.97	4.38	3.85	3.41
	SD	0.94	0.71	0.91	1.03
Slovakia N=605	M	3.85	3.51	3.64	3.23
	SD	1.05	1.02	1.08	1.09

Notes: All indicators are statistically different between countries according to ANOVA-test, $p < 0.05$

Organizational culture types and corporate social responsibility

Organizations with different organizational culture type may have a different understanding and perspective concerning corporate social responsibility. Our main purpose was to evaluate how organizational culture can predict corporate social responsibility. The authors used

Linear Regression analysis. In the analysis corporate social responsibility was taken as a dependent variable and culture types as independent variables. We calculated a standardised regression coefficient Beta, which enabled us to predict how strongly organizational culture predict corporate social responsibility. Analysis was applied separately for four organizational culture types and for two facets of corporate social responsibility.

Tabel 8

Four organizational culture types predict 2 facets of corporate social responsibility (according to standardised regression coefficient Beta).

		B	Beta	T	Sig.
The firm performance concerning social issues					
N=6094, $R^2=.374$, F(4.4058)=609.28, $p<.000$	CLAN	.547	.212	12.068	.000*
	MARKET	.363	.107	6.431	.000*
	HIERARCHY	.532	.169	10.533	.000*
	ADHOCRACY	.594	.250	14.567	.000*
The firm respects the interests of agents					
N=6094, $R^2=.220$, F(4.4653)=329.04, $p<.000$	CLAN	.363	.206	11.028	.000*
	MARKET	-.04528	-.019	-1.151	.249
	HIERARCHY	.124	.059	3.540	.000*
	ADHOCRACY	.472	.283	15.455	.000*

Notes. * - coefficient statistically significant, $p < 0,01$

According to the linear regression analysis results in Tabel 8, all four organizational culture types - hierarchy, clan, market, adhocracy predict the facet of corporate social responsibility - the firm performance concerning social issues ($F(4.4058)=609.28, p=.000$). 3 organizational culture types – clan, hierarchy and adhocracy predict the facet of corporate social responsibility - the firm respects the interests of agents ($F(4.4653)=329.04, p=.000$). Therefore hypothesis one and two are supported.

Conclusions

Empirical study in eight countries indicated connection between organizational culture types and corporate social responsibility. Based on results the model was developed how organizational culture types predict facets of corporate social responsibility (Figure 1). All four organizational culture types according to Cameron and Quinn (1998) - hierarchy, clan, market, and adhocracy predict the facet of CSR - the firm performance concerning social issues. 3 organizational culture types – clan, hierarchy and adhocracy predict the facet of CSR - the firm respects the interests of agents.

The propositions discussed at the beginning of the paper will now be re-evaluated.

P1 postulated that four organizational culture types – hierarchy, market, clan and adhocracy predict the facet of corporate social responsibility - firm performance concerning social issues. This proposition was fully supported by findings. All four organizational culture types predicted the facet of corporate social responsibility - firm performance concerning social issues (Figure 1).

P2 postulated that four organizational culture types – hierarchy, market, clan and adhocracy predict the facet of corporate social responsibility - the firm respects the interests of agents. This proposition was partly supported. Three organizational culture types – clan, hierarchy and adhocracy predict the facet of CSR - the firm respects the interests of agents. One organizational culture type – market doesn't predict the facet of CSR - the firm respects the interests of agents (Figure 1).

P3 postulated that different organizational culture types are dominating in enterprises from different countries.

This proposition was supported. In Estonian and Finnish enterprises clan, in Chinese enterprises market and adhocracy, in Japanese enterprises market and hierarchy, in Russian and German enterprises market, in Czech and Slovakian enterprises hierarchy culture types were rated highly.

Our findings are consistent with the following studies.

According to the results, different culture types are dominating in enterprises from different countries. Hofstede (1980) and Trompenaars (1992) have reported national differences among countries on the basis of universalism versus particularism, individualism versus collectivism, focus on achievement versus ascription, an internal focus versus an external focus and other dimensions.

The interests of all agents - customers, subcontract firms, consumers, stock holders, employees, trade unions, public administrations and local communities have to be taken into account concerning application of corporate social responsibility strategy. In the present study clients and consumers interests are often taken into account, but the interests of employees, trade unions, local communities and public administrations are often ignored in market culture type organizations. Therefore market culture type doesn't predict the facet of corporate social responsibility - the firm respects the interests of agents.

In conclusion, clan, hierarchy and adhocracy culture types predict two facets of corporate social responsibility - the firm performance concerning social issues and the firm respects the interests of agents. Market organizational culture type predicts one facet of corporate social responsibility - the firm performance concerning social issues according to the present study in Estonian, Chinese, Japanese, Russian, Czech, Finnish, German and Slovakian electric-electronic machine, retail store and machine-building enterprises. Different organizational culture types are dominating in enterprises from different countries. Similar organizational culture types dominate in the countries with similar historical, cultural and/or economic background. Clan culture type dominates in Estonia and Finland. Hierarchy culture type dominates in Czech and Slovakia. Market culture type dominates in China, Japan, Russia and Germany.

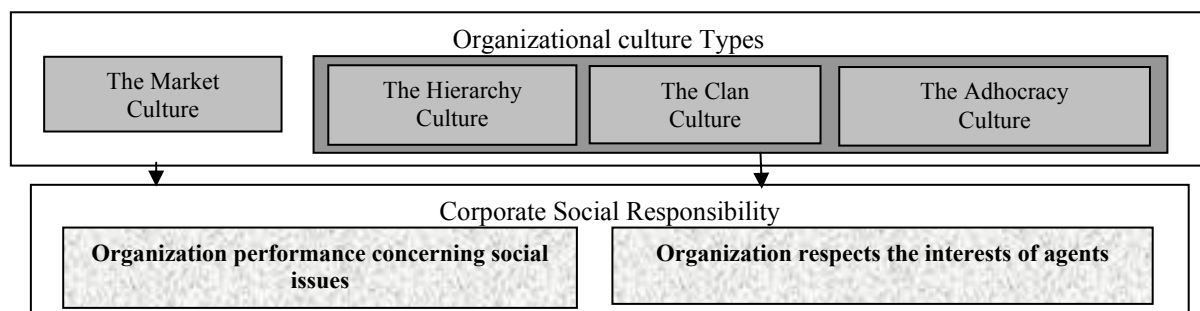


Figure 2. How organizational culture types predict corporate social responsibility

Implications for managers – there is connection between organizational culture and corporate social responsibility. Three organizational culture types – clan, hierarchy and adhocracy predict corporate social responsibility. One organizational culture type – market

predicts one facet of corporate social responsibility - the firm performance concerning social issues. Managers in the organizations where market culture type dominates should take the interests of all agents - customers, subcontract firms, consumers, stock holders, employees,

trade unions, public administrations and local communities into account.

Limitations of study - there are also limitations in this study connected with its general framework. The authors have focused only on certain facets of corporate social responsibility that are connected with different organizational culture types, but there could also be other facets. The author explored concrete connections between a limited number of factors and the other influences have been left for future research. This research was done in Estonian, Chinese, Japanese, Russian, Czech, Finnish, German and Slovakian electric-electronic machine, retail store and machine-building enterprises and results from other countries and enterprises branches can be different.

Further research proposal - the connection between organizational culture and corporate social responsibility could be studied in more detail by using the model developed in this research. Organizational culture changes over time and this impact on corporate social responsibility should be studied. Organization leadership, effectiveness and quality management in different organizational culture types should be measured and connections concerning corporate social responsibility should be analyzed.

In order to get more information about the influence of institutional stage, comparative studies should be done in other countries such as other European Union countries, USA etc. Attention should also be turned to enterprises from other branches.

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Organizacinės kultūros tipai kaip bendros socialinės atsakomybės pranašautojai

Santrauka

Šio straipsnio tikslas – ištirti sąryšį tarp bendros socialinės atsakomybės ir organizacijos kultūros tipų. Tyrimas buvo atliktas Estijos, Kinijos, Japonijos, Rusijos, Čekijos, Suomijos, Vokietijos ir Slovakijos elektros ir elektronikos mainų įmonėse, mažmeninės prekybos parduotuvėse ir mašinų gamybos įmonėse.

Skirtingos organizacijos pateikia įvairius bendrosios socialinės atsakomybės apibrėžimus, nors visi jie yra panašūs. Pagal kai kurių autorių apibrėžimus kultūra yra vertybės, prielaidos, interpretacijos ir požiūriai, kurie apibūdina organizaciją. Vertybių skalė ypač naudinga interpretuojant organizaciją kaip savitą reiškinį. Galima išskirti keturis pagrindinius kultūros tipus: hierarchinis, rinkos, klanų ir adhokratinis. Daugelis organizacijų susikuria savitą kultūros stilių. Daugiau kaip 80 proc. visų kelių tūkstančių organizacijų turi vieną joms būdingą kultūros tipą. Toms organizacijoms, kuriose kultūros stilius nėra aiškiai išreikštas, dažniausiai būdingas kelių tipų savybės.

Kai kurie organizacijų kultūros tyrėjai pripažįsta, kad organizacijos kultūra labai veikia organizacijos veiklos efektyvumą. Empiriniai tyrimai pabrėžė kultūros svarbą visoje organizacijos veikloje. Kai kurie tyrėjai išskiria dvejų rūšių veiksnius, kurie daro įtaką darbuotojų motyvacijai. Organizacijos kultūra ir klimatas veikia dirbančiųjų požiūrius ir elgseną.

Šiais laikais bendra socialinė atsakomybė yra neatskirama verslo veiklos savybė, daranti didelę įtaką organizacijos valdymo procesams. Marcel van Marrewijk (2003) apibrėžė bendrą socialinę atsakomybę pagal tris veiksnius: ekonominį, socialinį ir aplinkos valdymą. Gariga ir Mele (2004) sugrupavo bendros socialinės atsakomybės teorijas į šias klases: instrumentinę, politinę, integracinę ir etinę.

Korporacijos socialinė atsakomybė yra sąvoka, kurioje atsispindi kompanijos atskaitomybė savo akcininkams integruojant socialinius ir aplinkos veiksnius verslo operacijoje. Kompanijos apibrėždamos savo politikos kryptis ir perduodančios jas akcininkams įvairiose šalyse, turi atsižvelgti į kultūrinius skirtumus. Bendra socialinė atsakomybė verčia keisti strategijas ir pereiti nuo pelno siekiančių organizacijų prie tokių, kurios puoselėja socialinius ir aplinkos aspektus (Quaak ir kiti, 2007).

Ankstesni tyrimai parodė, kad organizacijos kultūrą smarkiai veikia ekonomikos plėtojimas, pasaulio regionai, šalies istorija, socialinės vertybės ir kiti veiksniai. Daugelis mokslininkų statistiškai įrodė tautinės kultūros ir ekonominio augimo priklausomybę.

Tyrėjai Hofstede (1980) ir Tromperaars (1992) pabrėžė skirtumų tarp įvairių šalių kultūrų, besiremiančių tam tikrais aspektais ypatumus (universalumą ir ypatingumą, individualumą ir kolektyvizmą, neutralumą ir

emocionalumą, praeities aspektus ir dabarties ypatumus, vidinius ir išorinius aspektus ir t. t.).

Anot Strautmanis (2007), socialinė atsakomybė yra organizacijos kultūros dalis ir didžiausia vertybė jos aplinkoje. Socialinio brandumo augimas yra išsilavinimo požymis, profesionalumo įrodymas, socialinės kompetencijos ir žmonių santykių išsiplėtojimo laipsnis. Pokyčiai liudija apie socialinės atsakomybės augimą, nes keičiasi vertybių kryptis, o kartu kinta ir požiūriai į vykstančius procesus: tobulėja patys žmonės ir derina savo asmeninius ir visuomeninius siekius.

Turtingesnėse šalyse organizacijų vadovai mažiau linkę galvoti apie bendruomenės gerovę ir savo sprendimus retai pritaiko šiai gerovei siekti. Varginesnėse šalyse vadovai jaučia didesnę atsakomybę už savo bendruomenės narius ir net visuomenę (Waldman ir kiti, 2006). Filantropinė atsakomybė kyla iš filosofinių ir etinių tradicijų bei rūpinimosi visuomene. Taip atsiranda ir organizacijų pagalbos politikos kryptys, susijusios su bendruomene, visuomene, aplinka.

Šiuolaikiniam verslui būdinga bendra socialinė atsakomybė, rūpinimasis aplinka. Išryškėja organizacijos, kurios rodo pavyzdį kitoms ir nustato socialinės atsakomybės normas (Banerjee, 2001).

Nepaisant daugybės teorinių darbų, empirinių tyrimų apie santykių tarp dvejų bendrų socialinės atsakomybės aspektų, t. y. tarp firmos veiklos, susijusios su socialinėmis problemomis ir organizacijos kultūrų tipų yra mažai. Šio straipsnio autoriai, norėdami apibrėžti santykių tarp bendros socialinės atsakomybės ir organizacijos kultūros, 2007–2008 m. atliko empirinį tyrimą. Tyrime dalyvavo įvairių įmonių atstovai iš daugelio šalių: Estijos (623 dalyviai), Kinijos (1150), Rusijos (684), Japonijos (1570), Čekijos (1110), Suomijos (239), Vokietijos (113), Slovakijos (605). Dalyvių imtis buvo 6094. Anketą sudarė 38 klausimai, kurie buvo susiję su organizacijos kultūra ir bendra socialine atsakomybe. Anketos buvo išdalytos minėtų šalių įmonių dirbantiems asmenims. Tyrime dalyvavo įvairių įmonių atstovai: elektros ir elektronikos įrengimų, mažmeninės prekybos centrų, mašinų gamybos ir kitų pramonės šalių dalyviai. Anketą sudarė Denki Ringo tyrimo grupė, o įvairių šalių (Estijos, Kinijos, Japonijos, Rusijos, Čekijos, Suomijos, Vokietijos ir Slovakijos) darbuotojų atsakymai buvo lyginami ir tikrinami pagal ANOVA testo reikalavimus. Buvo panaudota tiesinė regresijos analizė norint statistiškai nustatyti priklausomybę tarp bendros socialinės atsakomybės ir keturių organizacijos kultūros tipų. Tam tikslui buvo sukurtas specialus modelis, paaiškinantis, kaip keturi organizacijos kultūros tipai nusako bendros socialinės atsakomybės aspektus, kurie siejasi su firmos veikla socialinių reikalų srityje.

Pagrindinis šio tyrimo tikslas ir buvo ištirti organizacijos kultūros tipų įtaką bendrosios socialinės atsakomybės pasireiškimo aspektams. Remdamiesi atitinkama šios srities specialia literatūra, tyrėjai parengė tris išvadas:

1. Teiginys, kad organizacijos kultūros tipai lemia bendros socialinės atsakomybės aspektą, buvo patvirtintas tyrimų rezultatais. Visi keturi organizacijos kultūros tipai nusakė bendros socialinės atsakomybės aspektą, susijusį su firmos veikla socialinės atsakomybės srityje.

2. Teiginys, kad organizacijos kultūros tipai (hierarchinis, rinkos, klanų ir adhokratinis) lemia bendros socialinės atsakomybės procesus, buvo patvirtintas tik iš dalies. Trys organizacijos kultūros tipai (klanų, hierarchinis ir adhokratinis) lemia bendrosios socialinės atsakomybės aspektą, t. y. firma gerbia darbuotojų interesus. Tačiau organizacijos kultūros tipas – rinkos – bendros socialinės atsakomybės aspekto nelemia.

3. Teiginys, kad skirtingi organizacijos kultūros tipai vyrauja skirtingų šalių įmonėse, pasitvirtino. Estijos ir Suomijos įmonėse vyrauja klanų (grupės) kultūros tipas, Kinijos įmonėse – rinkos ir adhokratinis, Japonijos – rinkos ir hierarchinis, Rusijoje ir Vokietijoje – rinkos, Čekijoje ir Slovakijoje – hierarchinis kultūros tipas yra ypač gerai vertinamas.

Tyrimo rezultatai parodė, kad klanų hierarchinis ir adhokratinis kultūros tipas nusako du bendrosios socialinės atsakomybės aspektus, t. y. firmos veiklą, susijusią su socialinėmis problemomis, ir firmos požiūrį į dirbančiųjų asmenų interesus. Rinkos organizacijos kultūros tipas lemia vieną bendrosios socialinės atsakomybės aspektą, t. y. firmos veiklą, susijusią su socialinėmis problemomis.

Tiriant įvairių šalių įmonių atstovų požiūrį į organizacijos kultūros ir bendrosios socialinės atsakomybės santykių, pasitvirtino teiginys, kad įvairių šalių organizacijų kultūros yra skirtingos.

Raktažodžiai: *bendroji socialinė atsakomybė, organizacijos kultūra, elektros ir elektronikos mainų įmonė, mažmeninės prekybos parduotuvės, mašinų gamybos įmonė, Estija, Kinija, Japonija, Rusija, Čekija, Slovakija, Suomija, Vokietija.*

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